

Department of Defense Acquisition Workforce Development Fund

2019 Annual Report



Human Capital Initiatives Office of the Under Secretary of Defense for Acquisition & Sustainment

May 2020

The estimated cost of this report or study for the Department of Defense is approximately \$75,000 in Fiscal Years 2019 - 2020. This includes \$24,000 in expenses and \$51,000K in DoD labor.

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1. FY 2019 DAWDF Program Overview:

The DAWDF was authorized in the National Defense Authorization Act for Fiscal Year (FY) 2008 (Public Law 110-181), as title 10 United States Code section 1705 “to ensure the Department of Defense (DoD) acquisition workforce (AWF) has the capacity, in both personnel and skills, needed to properly perform its mission, provide appropriate oversight of contractor performance, and ensure that the Department receives the best value for the expenditure of public resources.” Senate Report 115-290, accompanying S. 3159, the Department of Defense Appropriations Bill, 2019, directs the Under Secretary of Defense for Acquisition and Sustainment to continue providing the Defense Acquisition Workforce Development Fund (DAWDF or “the Fund”) Annual Report. A similar annual reporting requirement was established by Senate Report 116-103, which accompanied S. 2474, the Department of Defense Appropriations Bill, 2020.

The DoD acquisition workforce supports the National Defense Strategy to increase lethality and readiness, gaining full value of every taxpayer dollar spent on defense as they develop, acquire, and sustain operational capability for the warfighter. The Department has successfully used the DAWDF as a talent management tool to rebuild the defense acquisition workforce over the past decade, and more recently as a change tool to enhance workforce readiness to support the National Defense Strategy. DoD has increased the acquisition workforce size since 2008, rebuilding capacity by 39 percent from 126,000 to 180,000, including increasing the program management workforce by 42 percent, engineering by 30 percent, contracting by 22 percent, and Information Technology (IT) by 105 percent. Enabled by DAWDF, DoD mitigated long term workforce readiness risk by eliminating the severe “bathtub” of low civilian early and mid-career year groups. DoD also leveraged DAWDF to increase education levels – those in the workforce with a bachelors or graduate degree increased from 29 percent to 40 percent. In addition, in parallel with rebuilding the workforce, the cumulative cost over runs for major DoD acquisition programs since 2010 decreased from \$110 billion to \$13 billion.

Examples of FY 2019 results enabled by DAWDF include:

- Over 500 Army personnel completed cybersecurity training directly related to hardening systems attached to networks to better ensure the system operational availability;
- Army DAWDF use supported 3,300 personnel completing advanced education classes in critical technological areas (e.g., engineering, manufacturing, and test and evaluation disciplines) directly related to the Army’s modernization efforts;
- Air Force accelerated development of a Cyber Education Hub supporting knowledge sharing that is changing the way the Air Force and DoD acquisition workforce learns and shares information, and DAWDF supported the Air Force Digital Engineering Training on Cloud Platforms;
- The Navy conducted over 40 web-based cyber security courses for over 1,800 students and provided additional Cyber Security training to over 1,000 employees with a primary focus on courses in Cloud Security, Web Application Security, and Software Architecture for Security;
- The Defense Acquisition University (DAU) updated its cybersecurity content in its curriculum and delivered 68 workshops and conducted four cybersecurity

symposiums and 59 percent of all DAU training provided was for cross-functional training; and

- The Defense Contract Management Agency (DCMA) used DAWDF to establish and conduct the initial training of its four Defense Industrial Base Cybersecurity boot camps that provide training on emerging technologies, IT and cybersecurity.

For more detail and additional examples, please see the Highlights section of this report.

DoD executed 100 percent of its Fiscal Year (FY) 2019 program and with available carryover was able to execute a final total of \$471.9 million. This continues the high execution rate of the past three fiscal years: 2018 (99 percent), 2017 (99 percent), 2016 (92 percent). In FY 2019, 58 percent of DAWDF was used for training and development (59 percent in FY 2018), 5.6 percent in studies, analysis and tools (2 percent in FY 2018); 7.8 percent in recruiting, retention and recognition (6 percent in FY 2018); and 28.4 percent for hiring (33 percent in FY 2018). Additionally, DAWDF supported the hiring of 718 DoD acquisition workforce members of 764 (94 percent) of planned hires (730 or 82 percent planned in FY18).

2. FY 2019 DAWDF Program Execution:

DoD uses the DAWDF in four investment categories: 1) Training and Development; 2) Studies, Analysis and Tools; 3) Recruiting, Retention and Recognition (3Rs); and 4) Hiring. For FY 2019, 58 percent of DAWDF was used for training and development, 5.6 percent in studies, analysis and tools; 7.8 percent in recruiting, retention and recognition; and 28.4 percent for hiring. For FY 2019, DoD components reported 912.3K training and development events, 3,496 recruiting, retention and recognition initiatives, and 718 new hires using DAWDF. For FY 2019, DoD executed \$471.82M, \$21.82M above the planned FY 2019 program, (104.8 percent), maximizing use of available carryover funding from FY 2018 and including \$16 million in execution of FY 2018 requirements that were in-progress as of the start of FY 2020.

Training and Development Initiatives

The FY 2019 DAWDF execution for Training and Development was 58 percent as a percentage of overall DAWDF funding execution for FY 2019 (FY 2018 was 59 percent). The Defense Acquisition University (DAU) and DoD components used DAWDF to fund 912,300 training events (Figure 1) in FY 2019. The Services used the DAWDF to fund 61,576 non-DAU training events. The top three acquisition functional areas reported as receiving training and other development support funded by DAWDF were Contracting (36.6 percent), Engineering (22.6 percent) and Life Cycle Logistics (8.1 percent). DoD acquisition professionals completed 1,541 training seats of cyber training. The workforce completed 622,454 Continuous Learning (CL) online DAU training modules and 198,464 DAU career field training courses. Additionally, DAU developed 52 new training courses.

Workforce development continued as a high talent management priority in FY 2019 with DoD component acquisition professionals completing 11,978 advanced education courses, 10,928 leadership training classes, and 275 rotational assignments. The Army used DAWDF to fund 3,300 Army acquisition personnel in advanced education classes in critical technological

areas directly supporting the Army's Modernization efforts (e.g., engineering, manufacturing, and test and evaluation disciplines). As example of using DAWDF for executive development, the Navy sponsored over 200 participants, including Senior Executives, Major Program Managers and personnel that support Major Programs, for executive education courses at the University of Virginia Darden Business School and the University of North Carolina, Kenan-Flagler Business School. Defense Agency acquisition leaders also used DAWDF for 158 members of their acquisition workforce for development opportunities such as the Defense Contract Audit Agency (DCAA) Director's Development Program in Leadership; Office of Personnel Management Leadership Education and Development Certificate Program; Naval Postgraduate School Master of Science in Contract Management program; Leadership Excellence of Acquisition Professionals Program; Harvard Leadership Communication Course, University of Virginia Darden School of Business Insights into Industry Management Course; University of North Carolina Understanding the Government-Industry Relationship in Acquisition and Sustainment Course; the Excellence in Government Fellows Program; and the United States Naval War College.

New in FY 2019, the Office of the Under Secretary of Defense for Acquisition and Sustainment (OUSD(A&S)) sponsored the pilot Defense College Acquisition Internship Program, funded by DAWDF and providing 120 college sophomores and juniors with summer internships at DoD acquisition organizations. DAWDF funding also helped launch of the pilot of the 2019 Public Private Talent Exchange program.

Figure 1 – FY 2019 DAWDF-Funded Training and Development Initiatives by Career Field

FY19 DAWDF Funded Initiatives by Supported Career Field (Services Only)	CON	ENG	LCL	FE	PM	T&E	BUS-FM	IT	Supports Multiple Career Fields	BUS-CE	SB	PQM	PUR	STM	IPM	AUD	FY19 Total	FY19 %
Career Field / Competency Training Seats	5,005	3,798	2,540	2,232	1,337	1,665	667	871	418	104	0	148	2	52	4	0	18,843	28.5%
Other Training Activities	6,398	2,399	362	757	369	808	331	123	15	31	271	23	0	63	0	0	11,950	18.1%
Advanced Education Classes	3,497	2,395	1,210	151	915	468	1,028	219	41	255	0	32	24	32	0	0	10,267	15.5%
Continuous Learning / General Acquisition Training Seats	4,878	1,949	91	676	890	154	409	72	1,005	32	0	4	0	0	3	0	10,163	15.4%
Leadership Training Seats	3,049	2,752	899	376	439	465	612	125	14	91	10	40	0	39	0	0	8,911	13.5%
Competency Management Assessments	628	566	180	372	163	96	161	71	12	35	10	25	0	2	0	0	2,321	3.5%
CYBER Education Seats	0	679	26	0	20	148	2	266	7	44	0	1	249	0	0	0	1,442	2.2%
Conferences / Seminars / Symposium Attendees	438	96	2	354	11	10	30	44	0	9	0	3	1	22	0	0	1,020	1.5%
Workforce Planning Initiatives	82	229	23	16	73	16	62	15	41	29	0	11	0	6	0	0	603	0.9%
Training Courses Developed	162	42	1	20	13	8	0	0	37	0	26	0	0	0	0	0	309	0.5%
Rotational Assignments	51	2	0	72	72	0	0	14	19	0	0	0	0	0	0	0	230	0.3%
CO-OP / College programs	0	27	2	12	0	0	0	0	19	0	0	0	0	0	0	0	60	0.1%
Total	24,188	14,934	5,336	5,038	4,302	3,838	3,302	1,820	1,628	630	317	287	276	216	7	0	66,119	100.0%
Services % by CF:	36.6%	22.6%	8.1%	7.6%	6.5%	5.8%	5.0%	2.8%	2.5%	1.0%	0.5%	0.4%	0.4%	0.3%	0.0%	0.0%	100%	

FY19 DAWDF Funded Initiatives by Supported Career Field (DAU Only)	Supports Multiple Career Fields	CON	ENG	LCL	PM	PQM	Financial Mgt	T&E	IT	FE	PUR	Cost Est.	STM	IPM	AUD	SB	FY19 Total	FY19 %
Continuous Learning / General Acquisition Training Seats	403,990	73,480	33,999	31,762	17,140	13,567	11,666	10,766	7,195	7,841	3,995	2,962	2,740	1,216	135	0	622,454	75.8%
Career Field / Competency Training Seats	57,273	37,066	21,771	22,444	18,098	14,771	6,986	4,841	5,345	4,662	879	1,683	1,579	493	573	0	198,464	24.2%
Other Training and Development	6	0	4	1	54	0	1	1	2	0	0	1	0	0	0	0	70	0.0%
Training Courses Developed	5	12	3	7	15	0	3	2	5	0	0	0	0	0	0	0	52	0.0%
Career Field Total	461,274	110,558	55,777	54,214	35,307	28,338	18,656	15,610	12,547	12,503	4,874	4,646	4,319	1,709	708	0	821,040	100.0%
Career Field %	56.2%	13.5%	6.8%	6.6%	4.3%	3.5%	2.3%	1.9%	1.5%	1.5%	0.6%	0.6%	0.5%	0.2%	0.1%	0.0%	100%	

FY19 Training Initiative (Non DAU or Services)	Supports Multiple Career Fields	AUD	CON	PQM	BUS-CE	ENG	PM	IT	LCL	BUS-FM	IPM	FE	T&E	STM	PUR	SB	FY19 Total	FY19 %
Career Field / Competency Training Seats	649	4,578	1,459	2,840	1,687	678	618	211	155	205	66	19	5	26	0	0	13,196	52.5%
Other Training and Development	2,615	508	5	0	3	6	29	0	6	5	0	0	0	0	0	0	3,177	12.6%
Continuous Learning / General Acquisition Training Seats	1,549	0	471	7	16	110	183	98	77	7	1	13	16	0	0	0	2,548	10.1%
Leadership Training Seats	136	29	800	380	14	256	180	82	81	34	13	2	7	2	1	0	2,017	8.0%
Advanced Education Classes	754	348	197	57	7	144	76	67	19	7	9	19	5	0	2	0	1,711	6.8%
Conferences / Seminars / Symposium Attendees	127	75	971	14	7	114	118	137	14	47	0	10	3	4	0	1	1,642	6.5%
Workforce Planning Initiatives	244	0	46	154	0	78	60	62	12	12	10	0	0	0	0	0	678	2.7%
CYBER Education Seats	0	0	0	0	1	4	61	28	0	0	0	5	0	0	0	0	99	0.4%
Rotational Assignments	3	0	21	1	1	3	3	1	9	0	0	0	1	0	0	2	45	0.2%
Co-Op / College Program Participants	0	0	1	0	0	5	10	0	0	0	0	0	0	0	0	0	16	0.1%
Training Courses Developed	0	0	0	0	7	0	0	0	0	0	0	0	0	0	0	0	7	0.0%
Competency Management Assessment Participants	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0.0%
Career Field Total	6,079	5,538	3,972	3,453	1,743	1,398	1,338	686	373	317	99	63	42	32	3	3	25,139	100.0%
Career Field %	24.2%	22.0%	15.8%	13.7%	6.9%	5.6%	5.3%	2.7%	1.5%	1.3%	0.4%	0.3%	0.2%	0.1%	0.0%	0.0%	100.0%	

TOTAL FY19 DAWDF Training Initiatives	Multiple Career Fields Supported	CON	ENG	LCL	PM	PQM	BUS-FM	T&E	FE	IT	BUS-CE	AUD	PUR	STM	IPM	SB	FY19 Total	FY19 %
Total	468,981	138,718	72,109	59,923	40,947	32,078	22,275	19,490	17,604	15,053	7,019	6,246	5,153	4,567	1,815	320	912,298	100.0%
	51.4%	15.2%	7.9%	6.6%	4.5%	3.5%	2.4%	2.1%	1.9%	1.7%	0.8%	0.7%	0.6%	0.5%	0.2%	0.0%	100.0%	

Hiring

Limited DAWDF funded hiring allows components to target hiring to critical skill and workforce shaping needs. In FY 2019, the DoD Services and component acquisition leaders used DAWDF to fund 718 new hires (94 percent of the planned 764) (Figure 2). These 718 new hires represented 5.5 percent of the 12,988 DoD new hires into the acquisition workforce in FY 2019. The new DAWDF funded hires consisted of 608 entry hires, 75 journeyman hires, 33 interns and 2 highly qualified experts (HQEs). The top three new hire career fields were Contracting, Engineering and Auditing accounting for 73.4 percent of total hires (64 percent in FY 2018). DAWDF new hires are funded for 2-3 years, before being transferred from DAWDF to other component funding (e.g., Operation & Maintenance). Transfers to new funding take place as planned by the DAWDF component on or before the end of the DAWDF funded hire period. While DAWDF funded new hires make up only just more than 5 percent of the total civilian AWF annual new hires, Figure 3 depicts the rebuilding of the workforce since FY 2008. Figure 4 depicts the successful reshaping and improved balancing of acquisition workforce year groups, using FY 2008 as a baseline. The improved balancing of year groups reflects better positioning of the mid-career workforce to succeed the senior career workforce of which 54,000 are eligible or will be eligible to retire within five years.

Figure 2 – DAWDF-Funded FY 2019 Component Hires

Acquisition Workforce Career Field	Navy	Army	Air Force	DCAA	DCMA	Other Defense Agencies	TOTAL	% of Total
Contracting	91	43	30	0	26	121	311	43.3%
Engineering	48	33	0	0	8	10	99	13.8%
Auditing	0	0	0	81	0	0	81	11.3%
Life Cycle Logistics	59	0	0	0	1	2	62	8.6%
Financial Management	26	1	10	0	0	3	40	5.6%
Program Management	9	2	0	0	0	25	36	5.0%
Information Technology	9	4	10	0	0	1	24	3.3%
Prod, Qual & Mfg.	0	0	0	0	20	3	23	3.2%
Facilities Engineering	14	0	0	0	0	3	17	2.4%
Industrial Property	0	0	0	0	8	0	8	1.1%
Cost Estimating	4	0	0	0	0	3	7	1.0%
Science and Technology	0	4	0	0	0	0	4	0.6%
Test and Evaluation	1	1	0	0	0	2	4	0.6%
Small Business	0	0	0	0	0	2	2	0.3%
Purchasing	0	0	0	0	0	0	0	0.0%
Other	0	0	0	0	0	0	0	0.0%
FY 2019 Total	261	88	50	81	63	175	718	100%

Figure 3 – Defense Acquisition Workforce Size FY 2008 to FY 2019

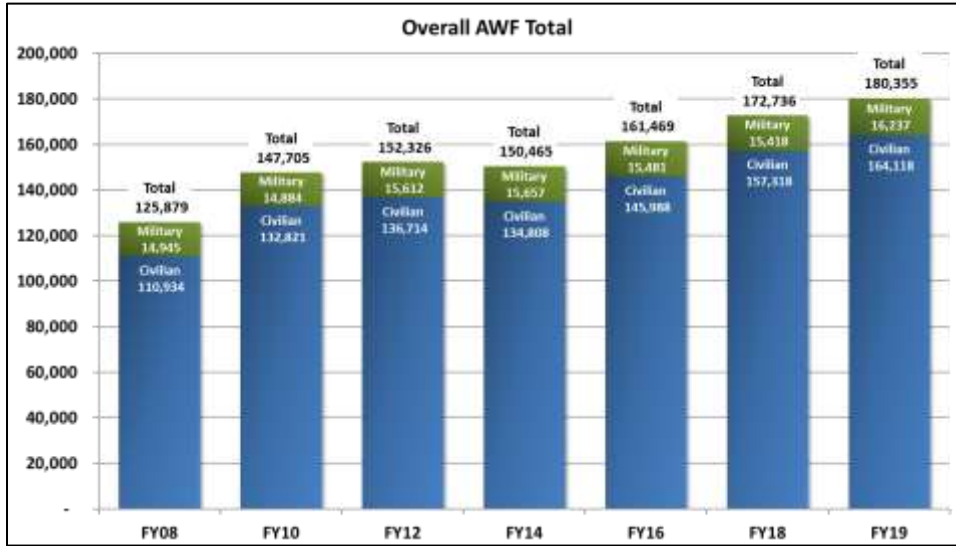
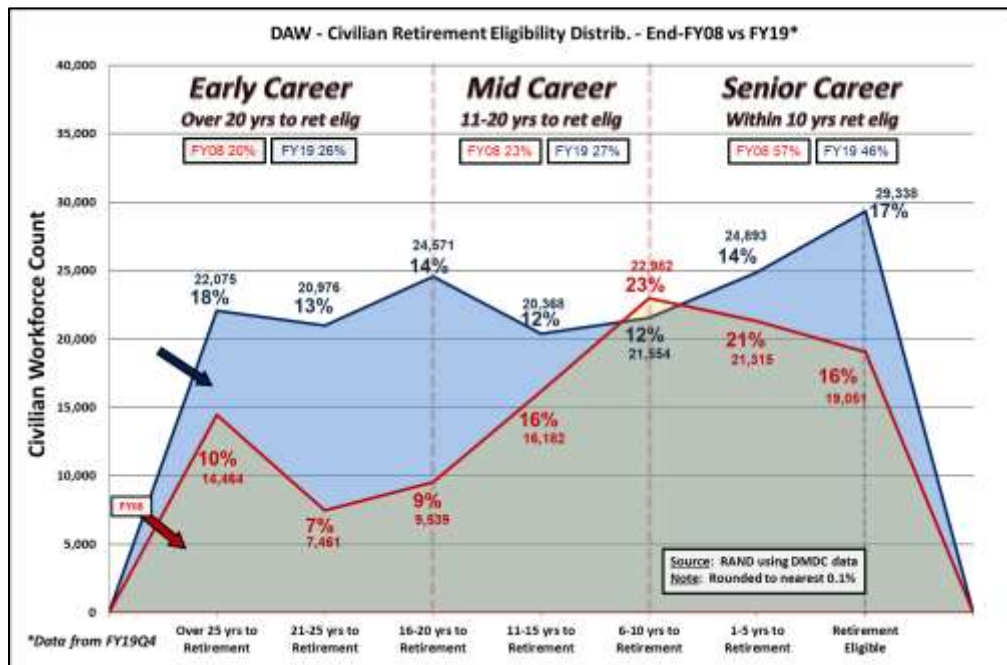


Figure 4 – Defense Acquisition Workforce Shape By Early/Mid/Senior Year Group Distribution (by Years-to-Retirement Eligibility)



Recruiting, Retention and Recognition (3Rs) Initiatives

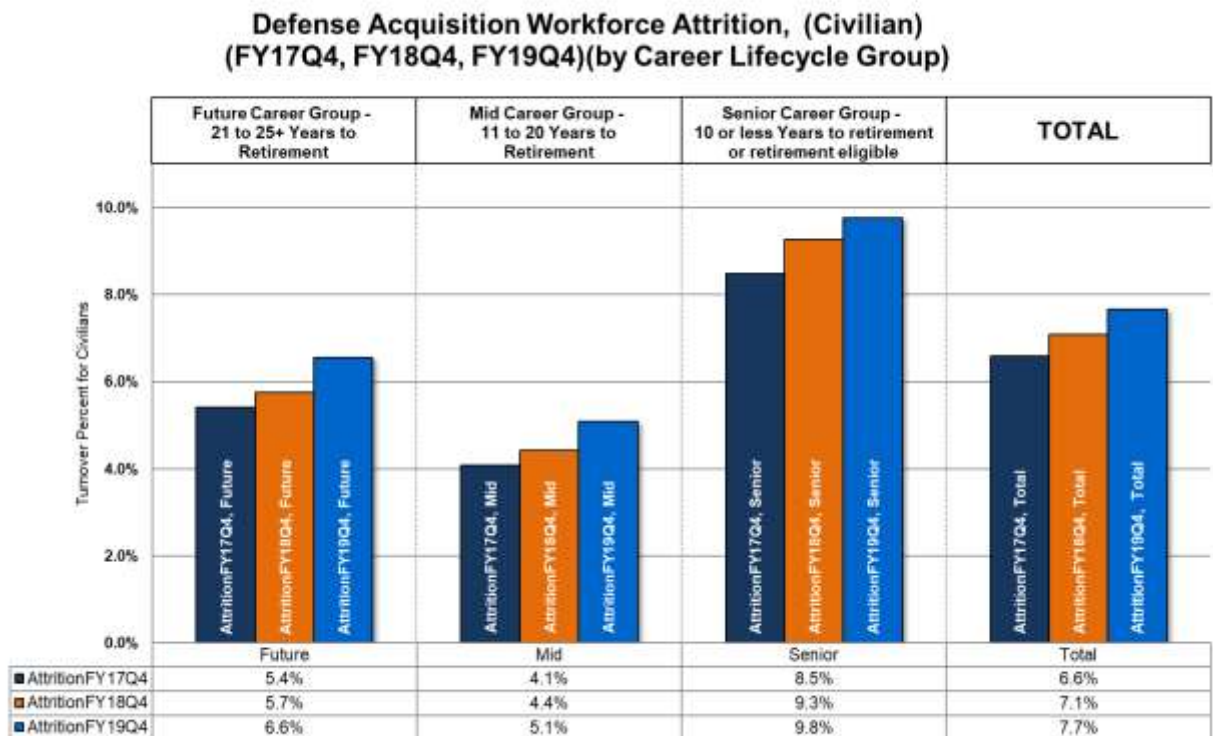
DoD components conducted 3,496 DAWDF-funded Recruiting, Retention and Recognition (R3) initiatives in FY 2019 (Figure 5). DAWDF provides acquisition managers incentive tools in an environment of improving economy and private sector competition for talent. Contracting as a functional area benefited from 1,206 total Recruiting, Retention and Recognition initiatives, representing 34.5 percent of total uses, followed by the Engineering career field at 33.4 percent (1,168 activities). Overall, retention incentives made up 25.4 percent of the total reported FY 2019 DAWDF-funded R3 activities. The Services reported a total of 2,996 DAWDF-funded Recruiting, Retention and Recognition (R3) activities in FY 2019. Army, Navy and Air Force conducted 68.8 percent of the Services R3 activities in two career fields: Engineering (1,091) and Contracting (971). The Services also used DAWDF for 585 recruiting incentives (non-Student Loan) and 1,245 Student Loan Repayments (628 for recruiting, 617 for retention). Additionally, the Services reported 189 university/career fair/hiring event visits funded by DAWDF. The National Geospatial Intelligence Agency (NGA), National Security Agency (NSA) and the Defense Intelligence Agency (DIA) used DAWDF for retention incentives to mitigate the risk associated with the loss of critically trained and experienced contracting workforce members.

Partially attributed to the improved economy through 2019, DoD acquisition workforce attrition has increased overall and in each of the early, mid-level and senior career groups. In FY 2008, attrition overall was 8.4 percent and averaged 6.7 percent from FY 2012 through FY 2017. However attrition increase to 7.1 percent in FY 2018 and 7.7 percent in FY 2019, with increases observed in the engineering and other technical career fields. Again, the increases are taking place in all career groups and expected during a period of improved economic conditions.

Figure 5 – DoD DAWDF Funded FY 2019 Recruiting, Retention, and Recognition Initiatives

FY19 DAWDF Recruitment, Retention, Recognition Activities (All)	CON	ENG	Supports Multiple Career Fields	FE	PM	IT	LCL	BUS-FM	T&E	PQM	BUS-CE	STM	AUD	IPM	PUR	SB	FY19 Total	FY19 %	FY18 Total
Student Loan Repayment, Retention, Number Paid	351	167	0	25	5	16	46	16	6	4	7	13	0	0	0	0	656	18.8%	675
Other	93	397	15	47	0	29	6	5	19	2	25	11	2	0	0	0	651	18.6%	361
Student Loan Repayment, Recruiting, Number Paid	55	439	14	23	0	10	6	1	21	1	11	7	1	0	0	0	589	16.8%	453
University/Career Fair/Hiring Event Visits	285	51	34	43	84	21	18	28	2	14	0	4	0	5	0	0	589	16.8%	9
Recognition Awards, Number Paid	39	54	158	8	4	0	5	0	0	1	5	0	0	0	0	0	274	7.8%	381
Retention Incentive, Number Paid	119	7	1	38	3	24	4	11	24	0	0	2	0	0	0	0	233	6.7%	233
Recruiting Incentives, Number Paid	163	0	0	0	28	6	0	0	0	0	0	0	0	0	0	0	197	5.6%	1123
Relocation Incentives, Number Paid	41	3	0	3	52	0	1	3	1	0	1	1	0	0	0	0	106	3.0%	72
PCS - First Duty Station Moves, Number Paid	38	28	0	4	0	5	3	11	0	9	0	1	0	0	0	0	99	2.8%	21
PCS - Partial, Number Paid	15	20	3	7	0	1	0	5	0	17	0	0	4	0	0	0	72	2.1%	33
Marketing Materials Purchase Number	7	2	10	3	0	0	0	0	0	3	0	0	0	0	0	0	25	0.7%	11
PCS - Full, Number Paid	0	0	0	0	0	0	0	0	5	0	0	0	0	0	0	0	5	0.1%	18
FY19 DAWDF Recruit, Retention and Recognition Activities Total	1206	1168	235	201	176	112	89	80	78	51	49	39	7	5	0	0	3496	100%	3390
FY19 DAWDF Recruit, Retention and Recognition Activities %	34.5%	33.4%	6.7%	5.7%	5.0%	3.2%	2.5%	2.3%	2.2%	1.5%	1.4%	1.1%	0.2%	0.1%	0.0%	0.0%	100.0%		
Services FY19 DAWDF Recruiting, Retention and Recognition	CON	ENG	FE	Supports Multiple Career Fields	PM	IT	LCL	T&E	PQM	BUS-CE	STM	IPM	PUR	AUD	SB	FY19 Total	FY19 %	FY18 Total	
Navy	845	153	147	0	70	33	13	36	3	36	3	16	3	0	0	0	1358	45.3%	650
Air Force	92	566	35	168	66	42	36	4	56	0	28	8	0	0	0	0	1101	36.7%	407
Army	154	252	0	5	15	11	30	37	10	8	4	11	0	0	0	0	537	17.9%	519
Total (Services Only)	1091	971	182	173	151	86	79	77	69	44	35	35	3	0	0	0	2996	100.0%	1576
% (Services Only)	36.4%	32.4%	6.1%	5.8%	5.0%	2.9%	2.6%	2.3%	1.5%	1.2%	1.2%	1.2%	0.1%	0.0%	0.0%	0.0%	100.0%		
Top Defense Agencies and Others FY19 Recruiting, Retention and Recognition DAWDF Activities	CON	ENG	Supports Multiple Career Fields	PM	IT	PQM	LCL	BUS-FM	AUD	STM	BUS-CE	IPM	FE	T&E	PUR	SB	FY19 Total	FY19 %	FY18 Total
NGA	134	5	0	12	24	0	0	1	0	0	1	0	3	0	0	0	180	6.3%	631
DCMA	12	18	42	0	1	13	0	0	0	5	0	4	0	0	0	0	95	3.3%	97
SOCOM	17	9	11	36	0	0	7	7	0	0	0	0	0	0	0	0	87	3.0%	123
MDA	0	45	0	0	1	3	4	2	0	0	3	0	0	1	0	0	59	2.0%	49
Others (Non-Services)	72	0	0	2	0	0	0	0	5	0	0	0	0	0	0	0	79	2.7%	914
Non-Services Total	235	77	53	50	26	16	11	10	5	5	4	4	3	1	0	0	500	17.4%	1814
Non-Services %	47.0%	15.4%	10.6%	10.0%	5.2%	3.2%	2.2%	2.0%	1.0%	1.0%	0.8%	0.8%	0.6%	0.2%	0.0%	0.0%	100.0%		

Figure 6 – Recent DoD Acquisition Workforce Attrition FY 2017 through FY 2019



3. FY 2019 DAWDF Highlights:

The following are FY 2019 DAWDF highlights from the Services, major Defense Agencies, and the Defense Acquisition University.

Department of the Army Highlights

The Army met 100 percent of its DAWDF Program objectives by executing 97.5 percent of its planned funding. The remaining 2.5 percent is committed to bi-weekly payouts of its Student Loan Repayment Program and thereby unavailable for other purposes. Final breakdown of Army FY 2019 DAWDF execution was 45 percent of funding for Line 1, Training and Development requirements, 35 percent for Line 7 Hiring requirements, 14 percent for Line 2 Management Support requirements, and 6 percent executed or committed for Recruiting, Retention, and Recognition requirements. Additionally, the following outcomes were achieved using these resources by Line item.

Army Training and Development:

Through DAWDF, the Army provided training opportunities to over 30,000 of its 42,000-plus member acquisition workforce. The focus of all of the training was to improve the readiness of the people tasked with developing, designing, testing, fielding, and supporting our

modernization programs and our eight cross functional teams that strive to increase the speed of delivery for new capabilities in the hands of our soldiers. DAWDF enabled nearly 1,000 members to graduate from Emerging Enterprise Leader (EEL), Acquisition Leadership Challenge Program, Director's Development Program in Leadership (DDPL), and various critical thinking programs to develop the leadership skills of current or future leaders and to support succession planning initiatives. DAWDF also funded attendance of over 3,300 people for advanced education classes typically in critical technological areas directly related to our Army's Modernization efforts for Engineering, Manufacturing, and Test and Evaluation disciplines. Over 500 personnel completed cybersecurity training directly related to hardening the system attached to our networks better ensuring operational availability of those systems in a contentious threat environment. DAWDF also supported Contracting Mobile Teams to apply a "train the trainer" approach to enhance the Contingency Contracting capability of our formations as they prepare for or are in combat zones.

Management Support

This line of funding supported various enterprise-wide, foundational programs critical to the operations, maintenance, support, execution and reporting of the Defense Acquisition Workforce Improvement Act (DAWIA) requirements and the 42,000 workforce members. The following are the primary systems and programs supported through DAWDF:

Human Capital Strategic Plan Support (HCSP). The Army Acquisition Workforce (AAW) HCSP is the Army Director Acquisition Career Management's Office (DACM) business plan for how to increase the AAW's readiness through refinement and sustainment of programs, projects, and initiatives aligned to the five Human Capital Strategic Plan (HCSP) Goals. Its primary focus was to improve the enterprise capabilities to train, develop, recruit, hire, retain, and support all 42,000-plus AAW members. The outcome and deliverables include, but are not limited to, A) Strategy, Workshop and Meeting Facilitation; B) Program Integration; C) Program Assessments; D) Benchmarking and Best Practices; E) Process Improvement; F) Outreach and Communication; G) Scorekeeping, Dashboarding, and Measurement to include data analytics; and H) Coaching and Mentoring.

Career Acquisition Management Portal (CAMP) / Career Acquisition Personnel and Position Management Information System (CAPP MIS). DAWDF supported the development of an acquisition career management tool (Career Acquisition Management Portal-CAMP and the Career Acquisition Personnel and Position Management Information System-CAPP MIS) to meet congressional-mandated reporting requirements. It captures vital information on the training, education, skills, certification, and roles of every acquisition workforce member and is the transactional data system used by every acquisition workforce member to review the Acquisition Career Record Brief, update their Individual Development Plan (IDP), to complete their Senior Rater Potential Evaluation (SRPE) and manages those they supervise, apply for centrally selected enterprise-wide developmental opportunities, utilize the reporting features to mine Command or Career Field data, and to manage and receive Acquisition Certification.

Army Internet Training Application System (AITAS) is a critical operating system in meeting the Defense Acquisition University (DAU) training requirements for the 42,000-member acquisition workforce and is used for position certification, career development, cross functional,

and continuous learning training. ATRRS/AITAS is used to schedule statutory and career development training for everyone in the Army Acquisition Workforce (AAW). It is also used to fund training (when applicable), manage our training budget, identify and sanction no shows and attritions, and maintain training records for the AAW.

Talent Management Pilot: DAWDF supported Talent Management Pilot Initiatives, which include but are not limited to: Post-Utilization of Project/Product Directors, Project/Product Managers, Senior Enterprise Talent Management Senior Service College and Senior Service College - Fellowship selectees, development of an onboarding and supervisory training initiative which includes outreach, development of a Professional Development to Deputy Program Executive Officer talent program, development of a coaching program for aspiring senior AAW members, and development of a Talent Management database. Work on these pilots helped to enable the creation and delivery of a synchronized acquisition workforce talent identification and management process, which builds on the best practices of our Army officer talent management program.

Recruiting and Sustainment Center of Excellence Pilot. DAWDF supported the AAW Hiring Cell, which has responsibility for internal and external recruitment actions, to include noncompetitive actions, for designated Acquisition Demonstration Project (AcqDemo) positions. The AAW Hiring Cell manages human resources (HR) life-cycle work from Classification and receipt of the Request for Personnel Action (RPA) to Tentative Job Offer (TJO). The goal was to reduce to the time to hire from over 100 days to 60 days or less to capture ensure hire of highly qualified candidates.

Strategic Communications. DAWDF expanded support through the existing AAW HCSP Implementation contract including communications support related to the AAW HCSP. This support enhanced the outreach and engagement support, developed publications and job aids, managed social media tools, developed and managed a DACM Office strategic communications plan available to every Army acquisition member.

Predictive Resource Staffing Model (PRSM). PRSM provided each Army Acquisition functional office (Program Management (PM), Contracting, Research & Development (R&D), Test & Engineering (TEST), and Logistics (LOG)) a mechanism to support management of civilians to workload and determine future skill requirements for the Acquisition Workforce. DAWDF was used to upgrade PRSM to Version 2 providing enhanced capabilities, refined predictive capabilities, enhanced model predictions (competencies, etc.) and additional reports generated for senior leaders to show acquisition workforce requirements.

Recruiting, Retention, and Recognition

Our most popular and effective program is our Student Loan Repayment Program (SLRP). Using DAWDF, we are able to address early to mid-career attrition challenges by providing up to \$10,000 per person. In FY 2019, 442 recipients accepted the SLRP benefit and incurred a three year Continuing Service Agreement. The Army targeted critical career fields that were experiencing higher than average losses. Consistent application of this approach has led to higher retention and evidence by reduced numbers of losses of mid-career talent.

At the enterprise level, the Army DACM Office supports the DoD level of recognition of the workforce through the Defense Acquisition Workforce Individual Achievement Award, the Defense Acquisition Workforce Development Innovation Award, the David Packard Excellence

in Acquisition Award, the Should Cost and Innovation Award, the Secretary of Defense Product Support Manager (PSM) Award, and the Secretary of Defense Performance-Based Logistics (PBL) Award. All of these awards are highly sought after awards as they recognize the best of our collective capabilities.

Hiring - Sustainment

The Army and DAWDF also supported the hiring of 60 entry-level personnel and 28 journeymen, predominantly in the Contracting and Engineering career fields. These hires were to fill critical shortages and to offset the attrition whether mid-career for Contracting personnel or late-career for Engineering personnel. By policy, the Army also sustains the prior year's hiring for up to two years total. This is vital to ensure the organizations with the requirements have a permanent authorization established and able to be filled. In FY19, the Army sustained funding for nearly 200 personnel. Over time, these organization are expected to transition these Temp/Term employees into Permanent hires. This hiring flexibility enables the Army to be responsive to changing mission requirements especially for hard-to-find careers.

Department of Navy (DON) Highlights

DAWDF has enabled the training, recruitment, advancement and retention of many of the highly specialized personnel that comprise the DON AWF. In FY 2019, DAWDF funded \$143.2 million to 14 Navy entities and realized an obligation rate of 99 percent.

The Department of the Navy (DON) continues to use the DAWDF to develop and train, reward and retain, and recruit and hire its Acquisition Workforce (AWF) in alignment with the Department of the Navy AWF Strategic Objective to Build a Workforce to "Compete and Win". A highly educated, highly skilled, and experienced acquisition professionals is key to providing the warfighters the products they need for success. For the DON, having the right people, in the right job, at the right time translates to effective and efficient execution, delivering the finest warfighting capability in the world at an affordable price.

The AWF requires professional and technical excellence to deliver the DON's complex and highly technical war-fighting capability. To achieve that goal, the DON leveraged DAWDF to increase professional and technical excellence in all career fields through, but not limited to advanced degrees, training certifications, job rotations including with our industry partners, and "hands-on" experiences.

Navy Training and Career Development: Training and career development is key to providing opportunities to strengthen and advance an employee's knowledge in their chosen acquisition career field. DAWDF allows commands to provide its AWF strategic and development priorities to "Compete and Win." Highlights of DAWDF-funded Training and Development opportunities and initiatives in FY 2019 include:

Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN(RD&A)) Acquisition War Rooms. ASN(RD&A) Acquisition War Rooms operations, include the Program Manager's Workshop. This Workshop provided a unique perspective of the naval acquisition history to program managers and facilitated scenario-based acquisition Team-

of-Teams training and workshops. The workshop environment provided just-in-time training and mission assists to program teams through war rooms.

Leadership Training and Program. DAWDF supported 200 Navy participants, including Senior Executives, Major Program Managers and personnel that support Major Programs, to Executive Education courses at the University of Virginia Darden Business School, University of North Carolina Kenan-Flagler Business School, the Federal Executive Institute (Leadership for a Democratic Society), and Naval Senior Leaders Seminar.

Cybersecurity. Cybersecurity training continues to be a key focus in today's world and is considered an investment in the workforce. The US Marine Corps (USMC) was able to successfully procure and provide onsite and individual training for nearly 2,000 acquisition professionals. NAVAIR and NAVWAR utilized the Navy Cybersecurity Risk Management Framework (RMF) computer-based training with over 40 courses delivered and over 1,800 students trained. Additionally, NAVWAR successfully purchased and provided Cyber Security training to over 1,000 employees with a primary focus on courses in Cloud Security, Web Application Security, and Software Architecture for Security.

Analytics Training. Additional training included Cloud services to provide capabilities designed to provide easy, scalable access to applications, resources and services that can amplify the workforce's capabilities. DAWDF funded Data-Science and Data-Driven training of the theories and application of machine learning, including focusing on expanding the computers' ability to learn without requiring explicit programming. DAWDF provided training in Design Thinking, which enhances the workforce ability to critically think through complex issues and take a user-centric approach that facilitates innovation, differentiation, and a competitive advantage in the workplace. DAWDF also funded development in Model-Based System Engineering to increase efficiency and reduce acquisition costs, and in artificial intelligence (AI) and machine learning to demonstrate capabilities such as swarm technology to distract ground-based counter-Unmanned Aerial Systems.

Naval Supply Systems Command (NAVSUP). Life cycle logistics, the largest career field at NAVSUP, is focused on enhancing supply chain total asset visibility, strategic positioning of assets and operational effectiveness. DAWDF enabled NAVSUP to send AWF members to the Pennsylvania State University Executive Programs in Supply Chain Management. These top-ranked supply chain programs provide the AWF the opportunity to obtain a professional certificate and learn fundamental supply chain skills. These skills spawn innovative thinking along with knowledge of technologies aimed at optimal supply chain distribution and analysis through evaluation of current business processes while comparing to relevant industry examples. The return on investment is realized in decreased customer wait time, lower storage and transportation costs, and maximized forward combat capabilities at a lower total ownership cost.

Naval Air Systems Command (NAVAIR). Through DAWDF, NAVAIR's College of Test and Evaluation was able to offer seven Capabilities Based Test and Evaluation courses as a Cohort Program to enhance and improve test planning and test reporting. NAVAIR also sponsored several leadership programs including: Leading and Managing in the Twenty-First Century; Driving Performance and Accountability in the Twenty-First Century; Communicating to Engage and Influence: Leading the Twenty-First Century Team; and Critical Thinking for Supervisors and Managers. Programs such as these sustain required capacity and reduce skill gaps associated with mission critical acquisition functions and improve development of future

leaders throughout the career lifecycle. NAVAIR also utilized funding for the Leadership Orientation and Foundational Training (LOFT) courses, The Global Perspective Seminar (GPS), Navy Capitol Hill Workshop (NCHW) and Washington Arena Seminar (WAS) courses.

Other DON Training and Development Highlights:

- DAWDF funded Mentor Programs at several Commands, which included a facilitated process that matches personnel to acquisition professional mentors, formal mentoring training, stretch assignments, skills training events, an electronic tracking system, and clearly defined goals for measuring success.
- DAWDF sponsored AWF attendance at the National Defense University (NDU) Joint Operational Contract Support (OCS) Planning and Execution Course, a joint certified, nine-day, Mobile Training Team (MTT) delivered course.
- NAVWAR participated in the Secretary of Defense Executive Fellows (SDEF) program (formerly SECDEF Corporate Fellows) at SpaceX in Hawthorne, CA.
- Naval Integration Programs Office provided its AWF community with the opportunity to attend Global Master of Arts Program at The Fletcher School of Law and Diplomacy of Tufts University, where it is enriched with 360-degree perspective on international affairs. Course offerings include International Politics, International Negotiation, Economic Law, and Security Studies.

Navy Management Support, Analytics and Tools:

Navy utilized DAWDF to provide Twenty-First Century Systems to manage a Twenty-First Century Workforce. Navy is piloting a Talent Management System using SAP SuccessFactors software to allow for succession planning and identifying gaps in training and certification to develop members to allow the Navy to compete and win. Additionally, Navy has piloted the use of LinkedIn Learning Accounts for all members of the Acquisition Workforce to allow for additional resources in areas not provided through regular training means. Navy has also piloted LinkedIn Recruiter licenses as a way to create additional avenues to find talent in emerging areas for programs such as Highly Qualified Experts using Section 1111 Special Pay authority, support to Major Program Offices, and the Naval Acquisition Development Program.

Additional uses were providing necessary upgrades to DON's existing authoritative information system for acquisition career management. Those upgrades include an interim talent management capability through a searchable “baseball card” system to allow leadership to know the positions and capability of each member of the acquisition work force. Additionally, the upgrades improved waiver management, transcripts, workflow, and dashboards for Career Field National Leads, and notifications for management of acquisition credentials. The Navy’s electronic, online workforce management system (eDACM) Updates include “non-perfective” changes to maintain currency with DAWIA, AWF policies and procedures, and acquisition career management. Finally, DAWDF was utilized to enhance the AWF use of Business Analytics, specifically to develop a robust Enterprise Data Warehouse (EDW) to support the acceleration of advance data analytics

Navy Recruiting, Recognition and Retention:

The Navy focused on providing targeted incentives for recruiting and outreach, financially rewarding high performers with critical skills, and providing incentives to remain with the AWF. During FY 2019, Navy provided Student Loan Repayment (SLRP) to over 170 employees across the workforce. The SLRP has been a very successful retention tool within the AWF and has assisted in retaining much needed skill sets and maintaining a high performing workforce.

Another tool used by many commands was recruiting, relocation, and retention incentive awards that were paid to over 100 recipients, to ensure that Navy is able to not only build the workforce to compete and win, but retain that workforce as well. Additionally, DON used Science, Technology, Engineering, and Mathematics recruiting to identify and attract key talent to the AWF.

Air Force Highlights

The Air Force (AF) obligated 100 percent of its FY 2019 program, plus an additional \$12.65 million provided by HCI late in FY 2019. Top priorities for the AF were to continue to fund enduring education and formal acquisition training at full demand, dedicate as much as possible to civilian acquisition recruiting and outreach and sustaining a very small addition to the AF recent graduate hiring program to support critical hiring and strategic pivot.

Training & Education:

Formal training. DAWDF enabled the AF to fully fund delivery of existing formal acquisition training courses and workshops provided by the Air Force Institute of Technology's School of Systems and Logistics (AFIT/LS) as well as continue development of new courses in areas such as Project Execution and Supply Chain Risk Management. AFIT/LS taught 219 course offerings in total, most delivered on-site at acquisition locations for over 4,600 students. Fifty-eight online courses, available at <https://www.afit.edu/LS> taken, by over 7,700 students. The Acquisition Leadership Challenge Program (ALCP) remained active with 601 AF attendees.

Cyber Education Hub. DAWDF continued development of one of the first "cloud" apps constructed from scratch using Amazon Web Services GovCloud services. AFIT's Cyber Education Hub will feature an interactive, searchable source of matrixed information developed by both AFIT and the Hub users. It will support knowledge sharing from top down and bottom up changing the way the AF and DoD acquisition workforce learns and shares knowledge and information.

Condition-Based Maintenance Training. DAWDF supported the development of training derived from the Headquarters Air Force/A4 Strategic Focus Area to apply Theory of Constraints (ToC) at field level to improve aircraft availability and overall mission generation. CBM training provides process reengineering and train-the-trainer workshops at three pilot bases and an additional course to demonstrate ToC applicability at the field level and jump-start a necessary culture shift across the AF. Projections show potential savings of 1,050 days of equipment availability at a single base.

Digital Engineering (DE) Training Cloud Platform. Aimed at providing additional capability to speed processes and lower life cycle costs and timelines while leveraging the existing DEATHSTAR lab, the DAWDF-supported DE Training initiative includes implementation of a Digital Enterprise Environment that integrates models, data, and artifacts in a digital platform and creates a traceable, authoritative source of truth of system design around a framework that fosters innovation, experimentation, and demonstration via rapid prototyping with stakeholder collaboration; achieving agile and open-system modernization.

Artificial Intelligence (AI) Capability Development. DAWDF support expanded program office AI capability, facilitating more accurate cost estimates with greater precision and speed. AI training will facilitate practical use of improved tools and allow all PEOs, departments, and eventually other DoD Components to use this capability for developing cost estimates or data-intensive multi-source analytics.

Enterprise Analytics Training. DAWDF supported additional capacity and capability of the existing Qlik Sense Enterprise Analytics function within the PMRT suite. So-called “super users” are trained on advanced functions and analytics, effectively expanding their ability to use resources already at their disposal and maximizing future potential of improved accuracy and more favorable acquisition outcomes.

Continuous Learning. Decentralized continuous learning opportunities, made possible by infusion of additional DAWDF allowed a wide variety of AF acquisition professionals to receive specialized, targeted training. Additionally, DAWDF funded 601 Acquisition Leadership Challenge Program students.

Incentives and Recruiting-Outreach. The ability to offer hiring incentives (recruitment bonus and/or student loan repayment and tuition assistance for their first Master’s Degree) to quality candidates with high-demand critical skills remains a decisive factor for AF hiring. There were 441 hiring incentives and 174 student loan repayment incentives used by Air Force Materiel Command to attract high-quality candidates to high-demand, critical skills in areas such as aerospace, electronics, software engineering, computer science, logistics, finance, cost estimating, and business. Incentives help to level the playing field when competing with entry-level industry salaries that are on average 30 percent higher than what the Air Force can offer. Additional funds received in the fourth quarter of FY 2019 allowed additional dollars to be leveraged by the Air Force's central recruiting team to benefit the entire acquisition workforce with added central support and resources for recruiting and outreach, including professional LinkedIn licenses, advertising, and expanded outreach equipment and more secure recruiting tools. Our civilian Tuition Assistance program funded up to two college courses per semester for the acquisition workforce working towards their first Bachelors or Master’s degree in a relevant degree program. There were 10,288 instances of education classes funded with the education degree program goals approved by the individual’s career field team, providing another quality hiring incentive making the Air Force a stronger hiring choice.

Outreach. Prior DAWDF investment and additional resources and support provided in FY19, continued to raise awareness of the Air Force Civilian Service and strengthen the recruiting team’s ability to positively impact external hiring efforts and hiring efficiencies across the Air Force. On-the-spot hiring at events increased Air Force Life Cycle Management Center’s (AFLCMC’s) use of Expedited/Direct Hiring Authorities (EHA/DHA) by 47 percent and

decreased the average period between identifying a hiring need and a candidate reporting for duty by 65 percent; in some cases this went up to 92 percent.

Hiring. The Air Force continued on the path of reducing the use of DAWDF for hiring recent college graduates to providing a larger percentage of available funds to recruiting/outreach, and training/education. The AF used the smaller, more concentrated set of DAWDF-funded hires to respond to current and emerging AF needs. FY 2019 focused hiring efforts on the contracting, financial management, and information technology career fields. In addition to sustainment of the hires from 2015-2018, in 2019 there were 50 recent graduates on-boarded, and 225 people, primarily hired in FY15 and FY16 year groups, outplaced to permanent positions.

DAU Highlights

The National Defense Strategy calls for DoD to make “urgent and significant change to expand the competitive space and rebuild America’s military advantage.” The NDS identifies three Lines of Effort to accomplish this: build a more lethal force, strengthen alliances and attract new partners, and reform the department for greater performance and affordability. The Defense Acquisition Workforce is critical to ensuring DoD is successful in each of these lines of efforts. Defense Acquisition University (DAU) has used Defense Acquisition Workforce Development Fund (DAWDF) funds to provide enhanced training and development to the workforce to ensure they have the skills necessary to give our Nation’s warfighters a decisive edge.

To do so, DAU is rapidly evolving toward the incorporation of more adaptive, blended learning, including shorter classroom offerings and customized workshops, increased virtually facilitated online offerings; and improved distance learning courses, tightly aligned to workforce needs. DAWDF-supported efforts in FY 2019 include:

Acquisition Learning Delivery:

DAWIA Certification and Continuous Learning. DAU provided the Defense Acquisition Workforce the foundational acquisition knowledge when and where it was needed. In FY19, DAU graduated 45,064 students from classroom courses, and 153,400 from online courses. Additionally, there were 622,454 continuous learning module completions. Collectively, these learning assets helped the workforce meet their certification requirements, as well as their required 80 continuous learning points every two years.

Curriculum Development and Revisions. The following new learning solutions were fielded in support of the third Line of Effort “Reform the Department for Greater Performance and Affordability;” and Goal 2 of the Acquisition Workforce Strategic Plan: “Shape the Acquisition Workforce to achieve current and future acquisition requirements.”

During FY19, DAU deployed 52 new or revised learning solutions to meet the emerging needs of the workforce as directed by Congress and the Office of the Secretary of Defense, and by customer-generated requirements, including:

- **Acquisition and Program Management** – ACQ101: Fundamentals of Systems Acquisition Management and 17 additional courses;

- **Business Cost Estimating** – BCF221: Acquisition Business Management Concepts - Phase 2;
- **Contracting** – CON091: Contracting Fundamentals and six additional courses;
- **Engineering** – ENG260: Program Protection Planning for Practitioners and eight additional courses;
- **Logistics** – LOG104: Reliability, Availability, and Maintainability (RAM) and seven additional courses;
- **Contract Management** – CMC105: Undefined Contract Action (UCA) Administration and seven additional courses;
- **Program Management** – PMT401 (Program Manager’s Course) In FY19 DAU redesigned the PMT401 advanced curriculum to more tightly integrate Design Thinking and Innovation theme for an improved learning fit. DAU faculty were certified to implement commercially available simulations, exercises and tools in the classroom, as well as facilitate new case studies addressing new acquisition and leadership dilemmas.
- **Guidebooks** – CLOUDBK: Cloud Guidebook; CYBUS: Cybersecurity Business Process Improvement; IPSEGBK: IPS Element Guidebook; LERNXP: Learning Experience Guidebook and TLR350: Technical Leadership Guidebook.

Credentials:

DAU received feedback from stakeholders and customers that the current DAWIA three level construct provides too much “front loaded” training during a career, with significant course work irrelevant to an individual’s current assignment. Additional feedback notes the AWF desires fewer traditional courses and more customized, shorter workshops. In response, during FY2019, DAU explored new ways to get the right training and workplace support resources to workforce members in a more timely and useable fashion. DAU worked with customers to design an improved set of tailored learning pathways and learning resources for the workplace.

In FY2019, DAU launched four pilot DAU credentials: Agile for the DoD Team Member, Digital Engineering for the DoD Consumer, Services Acquisition DoD Team Members for Acquisition Professionals; and Services Acquisition DoD Team Members for Non-Acquisition Professionals. These will be evaluated and in dialog with stakeholders and customers, we will add other functional areas in FY 2020.

Congressionally and DoD Mandated Focus Areas:

Through the FY 2019 National Defense Authorization Act (NDAA), Congress directed DAU to address key focus areas in its training. During FY 2019, DAU used DAWDF funding to accomplish work in the following congressional- and Office of the Secretary of Defense-identified critical areas.

- a) **Other Transactions Authority:** DAU conducted 22 workshops on Other Transactions Authority (OTA) and one OTA simulation. DAU also rapidly interfaced with the acquisition community throughout all Branches to better inform the revamping of OUSD(A&S) Other Transaction Guide. DAU leveraged powerful examples from subject matter experts (SMEs) to create new learning content for other courses and Mission Assistance engagements such as Defense Acquisition Executive Overview Workshops and real-time organizational support.
- b) **Agile Techniques:** In an effort to understand, use, and improve industry standard practices, DAU initiated training and certification in agile techniques for a broad cross-section of

faculty members. DAU collaborated with industry on an agile program workshop concept and trained DAU faculty in the industry-standard methodology. By training different faculty from different functional areas, we were able to create a multi-functional team which could assist Requirements Owners in identifying approaches to overcome functional knowledge gaps and accelerate delivery schedules for warfighting capability.

- c) Cybersecurity: DAU continued to update cybersecurity content in its curriculum. In FY 2019, DAU delivered 68 workshops and conducted four cybersecurity symposiums.
- d) Gaming and Simulation: DAU developed a decision making game that allows students to compete with other Acquisition Professionals in a Federal Acquisition Regulations (FAR)-based game. This game contains over 8,000 questions and answers to challenge players to demonstrate their FAR knowledge. DAU also developed a Capital Planning and Investment Control game that will be used in software acquisition courses to allow students to make important trade off decisions and risk assessments. DAU now has 60 games available to support the learning needs of acquisition professionals.
- e) Requirements Management:
 - i. **RQM 310** – DAWDF funding supported RQM 310 course efforts and innovations to include exercise sign-up tool, enhanced learner critique/comment tool, and RQM simulation.
 - ii. **Job Support Tools** –DAU revised Job Support Tools supporting customer requirements including: Capabilities-Based Assessment tool, the Initial Capabilities Document tool, the Capabilities Development Document tool, the DOTMLPF-P tool and the Initial Capabilities Document Checklist too.
 - iii. **Mission Assistance** – Specific efforts by DAU included:
 - 12 Navy requirements courses and two Webinars paired with the J8 covering three topics and 180-200 participants;
 - The development of a Joint Rapid Acquisition Cell (JRAC) video on a Rapid Acquisition Powerful Example;
 - Specific training to Army Futures Command and the Joint Electronic Warfare Center; and
 - Requirements training for six staff members of the Senate Armed Services Committee (SASC).
- f) International: To assist meeting the National Defense Strategy Line of Effort Number 2 (build alliances and attract new partners) DAU created and fielded new International Acquisition content in the foundational ACQ101 course. DAU also created new International Acquisition content for ACQ202(DL) and ACQ356(DL) and cross-organizational content in seminars with the Defense Technology Security Administration (DTSA) and the Defense Security Cooperation University (DSCU) resulting in DAU updates and new content creation for ACQ130 Fundamentals of Technology Security/Transfer (FTS/T) (Distance Learning). This effort brought new and common Technology Security and Foreign Disclosure (TSFD) knowledge to the acquisition workforce to help the learner recognize the importance of exportability and program protection.

Workshops:

During FY19, DAU conducted 146 tailored training events and 509 workshops, including 48 services acquisition workshops, as well as acquisition program transition workshops, OT

workshops, cybersecurity workshops, negotiation workshops and source selection simulations. These workshops specifically address the current acquisition challenges faced by program offices and other acquisition organizations and feedback indicates that these tailored events are helping them improve acquisition outcomes.

Job Support Tools:

During FY19 DAU created 29 job support tools to help workforce members perform more effectively on the job. Tools included the Product Support Contract Requirements Tool (PSCRT); Systems Engineering Brainbook; Data Rights Guidebook; Cloud Acquisition Guidebook; and Program Managers Guidebook for Software Assurance.

Fourth Estate Highlights

Fourth Estate Acquisition Executives and the Director, Acquisition Career Management (DACM) Office continued workforce improvement investments, aligned to the National Defense Strategy “cultivate talent” objective, in the 30,000 members of the Fourth Estate civilian acquisition workforce. The Fourth Estate DACM provided centralized programs and resources for the Defense Agencies and Field Activities to equip and develop their acquisition workforce with the skillsets needed to achieve current and future mission requirements. In FY 2019, the Fourth Estate DACM Office used DAWDF to continue its Fourth Estate enterprise-wide strategic focus on developing competent leaders through its Leadership and Talent Management Portfolio and the modernization of the Defense Acquisition Talent Management System (DATMS).

The Fourth Estate Leadership and Talent Management Portfolio, consisted of supervisor-endorsed and self-registration courses, as opportunities for mid- and senior-level leaders to develop their technical, functional, and soft skills under the umbrella of refining essential leadership qualities. Fourth Estate participation included all 14 career fields (the only component in DoD). Seventy-eight percent of the participants were from the Contracting, Production, Quality & Manufacturing, and Engineering career fields. Specific highlights include:

- One hundred fifty-eight Fourth Estate acquisition workforce members graduated from the supervisor-endorsed nominations program opportunities that included the Office of Personnel Management Leadership Education and Development (LEAD) Certificate Program; Naval Postgraduate School Master of Science in Contract Management, Harvard Leadership Communication Course, University of Virginia Darden School of Business Insights into Industry Management Course; University of North Carolina Understanding the Government-Industry Relationship in Acquisition and Sustainment Course; and the Excellence in Government Fellows Program;
- Twenty participants graduated from the first-ever Executive Development Certificate Course that was designed, in coordination with the University of Tennessee, to stimulate design thinking, strategic planning, and effective decision-making;

- Among the self-registration opportunities, 721 DoD acquisition workforce members graduated from the 32 two-to-three day leadership courses offered by Fourth Estate DACM Office;
- Fourth Estate DACM saved \$600,000 in the first option year of a new leadership training that enabled more than 1,800 acquisition workforce members across DoD to graduate from programs such as the Acquisition Leadership Challenge Program, Engagement and Influence, and Talent Management; and
- FY 2019's "Leaders Building Leaders" innovative week provided the first-ever opportunity for the entire Fourth Estate to come together for an inter-agency learning event that promoted synergy for more than 150 emerging leader acquisition professionals.

The Fourth Estate continued to manage and improve the Defense Acquisition Talent Management System (DATMS). As the one-stop acquisition career management platform, DATMS enables its 32 Agencies and Field Activities to manage their Defense Acquisition Workforce Improvement Act (DAWIA) requirements. More than 500 changes were deployed in FY19 to streamline and enhance training, certification, continuous learning, fulfillment, equivalency, travel, event management, reporting capabilities, and the user experience. Specific DAWDF-supported highlights included:

- The Fourth Estate DACM Office rolled out several new, innovative efforts for the Defense Contract Management Agency (DCMA) to streamline its business processes in DATMS. The newly created framework accommodated more than 740 global locations in a four-tiered organizational structure and, for the first time, automated their existing DAWIA certification process.
- A common Continuous Learning (CL) cycle initiative, originating from expressed Agency/Field Activity need, was fully rolled out on January 1, 2020. In FY19, the comprehensive solution included a proration methodology to transition existing acquisition workforce members and on-board new employees. The common CL cycle will enable easier tracking of the entire Fourth Estate acquisition workforce, ensure Fourth Estate-wide CL cycle measurable metrics, and, at the agency-level, improve CL data integrity and streamline administration processes.
- As mandated by an Executive Order signed April 24, 2019, the National Background Investigations Bureau (NBIB) transitioned into the Department of Defense (DoD) and merged with the Defense Security Service (DSS) to become the Defense Counterintelligence and Security Agency (DCSA). By configuring DATMS to recognize DCSA's organizational structure and providing a line-by-line analysis of actions needed by personnel to utilize their federal education, training, and experience to crosswalk into DoD statute requirements, the implementation was seamless for the workforce.
- A prototype talent management application was created and demonstrated as a potential stopgap until the DoD selects a vendor to deliver an enterprise solution. As a result, the Fourth Estate DACM's Requirements Specifications Documentation was requested as a baseline for future business needs.

The Fourth Estate DACM Office continues to work hand-in-hand with its Agencies and Field Activities to identify future needs to control, coordinate, consolidate, and streamline acquisition workforce management processes.

Defense Logistics Agency (DLA) Highlights

DAWDF supported the Defense Logistics Agency's (DLA) 9,000-plus member Acquisition Workforce (AWF). With this funding DLA hired six student interns and 100 entry level new employees.

DLA Industry Focus:

To support the "Strong Partnerships" Line of Effort in DLA's Strategic Plan, DAWDF was used to fund several Industry-focused initiatives. In partnership with the University of Virginia (UVA) and the University of North Carolina (UNC), DLA sponsored two courses to develop and foster a better understanding of industry – specifically the role of cash flow, profit, risk and contribution margin in industry decisions, and how to improve solicitations for favorable Government outcomes. DLA graduated approximately 97 participants from its UVA Darden School of Business and UNC Chapel Hill courses. In addition, DLA selected six AWF personnel for six month rotational assignments with Industry to gain insights and experiences. For all of these initiatives, the participants shared their lessons learned with the workforce and management identified how these new skillsets would be leveraged across the Enterprise.

DLA Training and Development:

DAWDF supported over 50 AWF members' participation in DLA's Executive Development Program (EDP). It develops current and future leaders, preparing them to effectively navigate and manage leadership challenges, and develops leadership competencies. Programs include Harvard's Emerging Leaders and the DoD Executive Leadership Development Program.

DLA used DAWDF to improve the quality and professionalism of its AWF. Over 167 commercial training course were funded by DAWDF providing educational growth opportunities for those in career fields such as Contracting, Program Management, Life Cycle Logistics and Information Technology. The courses included Global Business and Sustainability, Analytics Boot Camp, Logistics Management, and Managing IT Risk.

To assist in DLA's succession management planning, DAWDF sponsored 29 AWF members at DLA's Bi-Annual "Build Your Roadmap to Success" Forum. The event targets GS-14 level employees and assists them with tools and ideas on how to take their career to the next level.

DLA also piloted a recruitment effort at the 2019 NCMA World Congress, marketing DLA and interviewing on-site candidates for multiple 1102 positions identified at the journeyman GS-11/12 level.

DAWDF supported a comprehensive investment in Continuous Learning initiatives, providing training for over 450 AWF personnel. For example, DLA Land and Maritime provided training to its Life Cycle Logistics workforce members at Letterkenny Army Depot to improve logistics support outcomes. DLA shared how it operates and discussed the challenges it faces to reduce risks in warfighter support.

Eight employees of DLA's Defense Contract Support Office attended the Other Transactions (OT) Open Seminar offered at DAU to learn about OT flexibilities that alleviate unnecessary rigidity and inefficiencies in the traditional procurement process.

Finally, DLA Troop Support used DAWDF to conduct a series of meetings with SourceAmerica and 8 SourceAmerica-associated nonprofit agencies to develop potential opportunities to increase business with all of the supply chains. In six months, Troop Support increased its awards to Source America by \$14 million over the same period last year.

Defense Contracting Management Agency (DCMA) Highlights

DCMA Technical Training:

DCMA utilized DAWDF for training to expand and improve functional skill sets to 6,877 Acquisition Workforce employees in 540 courses in FY 2019. The training provided new skills in changing technology and contributed to employees completing certification in their respected field.

A new course, Technical Support to Indirect Cost, was offered to employees to enhance their knowledge to support to indirect costs. Indirect costs are 55 percent of DoD's acquisition dollars and are incurred while the defense contractor executes their contract but cannot be directly allocated or applied to a cost objective or contract.

DAWDF supported the establishment of the Defense Industrial Base Cybersecurity Assessment Center (DIBCAC). DIBCAC developed an initial set of requirements that were necessary to train a non-existent workforce on an OSD assessment methodology. The DIBCAC provides training for its assessors to increase their core competencies and grow key cyber acquisition personnel.

Contract Safety (CS) delivered certification training in ammunition and explosives safety, aircraft ground safety, and industrial safety necessary to perform the mission and minimize potential accidents that could disrupt DoD operations, delay contract production, damage DoD property, injury to DoD personnel, or endanger the general public.

DCMA Leadership:

DCMA competitively selects deserving individuals to participate in career enhancing rotational assignments and opportunities including the MITRE Systems Engineering Fellows Program with the University of Virginia. DCMA has also partnered with the Performance Assessment Root Cause Analysis (PARCA) regarding Cost Pricing and Earned Value Management exchanges and with Defense Procurement and Contracting (DPC) (DPC) on the development and implementation of DoD wide acquisition policy issues. Other programs include the Executive Leadership Development Program, Naval War College and the Eisenhower National Defense University. DCMA trained over 500 new supervisors on the best practices in HR and leadership.

A staff engineer attended the United States Naval War College (NWC). The intent of the coursework was to transition the student from operational to strategic thinking. The national security focus gave the student a perspective beyond the acquisition view of DCMA's role in executing national security policy. The staff engineer not only received a Master of Arts in National Security and Strategic Studies from NWC, but was promoted to Deputy Director of a Contracting Management Office (CMO).

Supported new leaders to attend and participate in the Leadership for a Democratic Society course (LDS) offered by the Federal Executive Institute, Senior Executive Fellows (SEF), Defense Logistics Agency (DLA) sponsored, Insight into Industry Management Course, at University of Virginia, Darden Executive Institute and the MITRE Systems Engineering Fellows Program had real time return on investment.

DCMA Recruitment:

The DCMA recruitment division participated in over forty-nine hiring events during FY19. These events exposed DCMA to over 122,000 potential candidates enabling DCMA to fill our acquisition positions.

DCMA hosted a Quality Assurance Women's Symposium focusing on increasing the number of females entering that career field as well as retain those who are already quality assurance specialists. Women only represent about 12 percent of the quality assurance workforce. The quality assurance career field has changed in recent years and focuses more on data collection and analysis. This change ensures that the contractor is conducting creditable inspections and tests to support product acceptance.

Entry Level Interns:

The DCMA Keystone Entry Level Developmental Program utilizes DAWDF funding for entry level recruitment and three years of developmental and functional specific training. keystones spend up to thirty-six months gaining technical knowledge and skills, in accordance with DCMA guidelines and the Defense Acquisition Workforce Improvement Act (DAWIA) for education and training. In FY 2019, the total number of Keystone graduates was 97.

Defense Contract Audit Agency (DCAA) Highlights

DAWDF funds are vital in enabling the Defense Contract Audit Agency (DCAA) to continue to hire, train, and develop a talented acquisition workforce to accomplish critical contract audit work for the DoD. DCAA has consistently achieved a positive return on the taxpayer's investment; in FY 2019 alone, DCAA saved the taxpayer \$5.50 per every \$1 spent, with net savings of \$3.7 billion to the Warfighter. Additionally, DCAA leveraged DAWDF funds to successfully recruit, train, and develop its audit staff to meet demanding mission requirements. DAWDF was a key enabler towards decreasing audit backlogs, reducing pre-award audit times, and meeting scheduled milestones.

DCAA Recruitment:

The recruitment strategy for the year was to hire approximately 415 auditors, accountants, and support staff. DCAA was able to fill 385 of those positions, meeting 93 percent of the goal. The

recruitment strategy involved attending approximately 200 recruitment and outreach events, speaking and interacting with over 3,000 individuals and/or students about career opportunities with DCAA, outreach to 16 veteran and wounded warrior events, three Latina/Hispanic events and conferences, two Historically Black Colleges and Universities events, and one Asian American Pacific Islander event. The net result of these efforts was 385 permanent new hires to the Agency.

DCAA's talent management efforts focused upon recruiting quality auditor and accountant candidates, and once hired, equipping them with the appropriate competencies to perform mission-critical activities through the Agency's Auditor New Hire Continuum. DAWDF funded 81 new auditors in FY 2019, all of whom attended three training sessions of the New Hire Continuum at the Defense Contract Audit Institute (DCAI) during their first twelve months of employment

DCAA Training:

DCAA used DAWDF funds to support auditors in acquisition and leadership training and development. These funds support DCAI programs that provide outstanding training, development and education of DCAA's acquisition workforce. DCAI has created an enterprise learning environment that delivers a competency-based leadership and audit development curriculums which strengthen organizational performance of the acquisition workforce, and emphasizes continuous self-improvement.

Through both the Audit and Leadership Academies, DCAI developed new and revised courses which incorporate onboarding strategies that provide the acquisition workforce the opportunity to quickly develop essential technical skills. DAWDF funding supported 4,485 Career Field/Competency training seats as well as 508 requests for other non-advanced degree career and certification requirements. For example, DAWDF funds supported the DCAI Audit Academy development of nine new audit courses, revision of 14 existing courses and the execution of formal course reviews of its New Hire Training Continuum and seven other courses in order to meet the workforce's audit training requirements. DAWDF funds also supported the instruction of 317 audit classes for 1,382 podium days, which provided approximately 164,000 CPE to the audit workforce.

DCAA also used DAWDF funds for continued development of senior auditors and managers. The DCAA Director's Development Program in Leadership (DDPL) is a competency-based leadership development program designed to provide senior-level employees with the leadership knowledge, skills, and abilities for effective managerial and executive-level performance. DDPL is an 18-month program, conducted at various institutions, with cohort participation from DCAA, DoD, and other government agencies providing multiple perspectives and networking opportunities for the participants.

DCAA DAWDF Funded Success Stories:

- DCAA pioneered a new early engagement process to identify subcontract risk.
- DCAA saved 20 percent of proposed amounts and sustained 90 percent of questioned amounts.
- After only one year with DCAA, an auditor found a \$702,000 difference in burdened direct material cost claimed and questioned \$7.4 million overall.

- A first-year auditor questioned \$4.3 million in executive compensation and \$6.5 million in three-factor-formula sales and labor variances, completed four high-quality price proposals, questioned 9.6 percent of \$42.7 million in costs and prevented the Program Office from losing \$6 million.
- A DCAA auditor was selected as winner of the 2019 Defense Acquisition Workforce Award for developing an enhanced method for documenting estimating system compliance – now a best practice at all offices in the major contractor’s network allowing for consistency in auditing.

Joint Staff Highlights

In FY 2019, the Joint Staff (JS) used DAWDF to improve acquisition outcomes by training and educating personnel to plan for commercial support to operations. Improved planning allows Combatant Commands (CCMDs) to unmask both the opportunities and the risks of commercial support to globally integrated operations. DAWDF resources are vital to educate and train the acquisition workforce (AWF) and non-AWF operational forces on their responsibilities to plan, procure, manage, and assess commercial support to operations. In FY 2019, the JS obtained additional authority and impetus to carry out this work through the Operational Contract Support (OCS) Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities and Policy (DOTMLPF-P) Change Recommendation (DCR) [Joint Requirements Oversight Council Memorandum 088-18]. JS accomplishments with DAWDF align with all three National Defense Strategy (NDS) lines of effort as indicated below.

Build a More Lethal Force

Joint Doctrine. As the foundation of all Office Candidate School (OCS) education and training, DAWDF enabled significant revisions of the Joint Publication (JP) 4-10, *Operational Contract Support*, dated March 4, 2019, with emphasis on post-award contract oversight, and expanding coverage of operational phasing and planning for commercial support, multinational support, and risk assessment reporting.

Joint OCS Planning and Execution Course (JOPEC). The two-week JOPEC mitigates OCS training gaps across DoD. In FY 2019, the Joint Staff and the Services used DAWDF to deliver 10 JOPECs to 259 graduates (56 percent from Contracting AWF, eight percent from other AWF career fields, and 36 percent from non-AWF operational forces). DAWDF also enabled an update of JOPEC with new blocks of instruction reflecting changes in policy and doctrine to sustain joint training certification.

Online Training. For FY 2019, 2,052 personnel completed, through DAWDF, the Joint OCS Essentials for Commanders and Staffs (JOECS) Phase I course and 562 personnel completed JOECS Phase II (13,465 for JOECS Phase I & II since 2015).

Joint Professional Military Education (JPME). DAWDF ensured continued integration of OCS in process for accreditation of joint education (PAJE) assessments of JPME, completing three assessments in FY19: National Intelligence University, National War College, and College of Information & Cyberspace. This raises the number of resident JPME graduates meeting OCS requirements to 710 each year.

Joint OCS Training Integration. OCS was integrated into the Joint Engineer Operations Course (approximately 288 students per year), and the Joint Logistics Course (approximately 420 students per year). Assessment of over 30 other joint courses is underway for potential OCS integration.

Joint Enabling Capabilities Command (JECC). Increased awareness and knowledge of OCS for 200-plus JECC planners by teaching and participating in quarterly Joint Enhanced Training weekends. JECC planners deploy as the initial enabling capability to stand up Joint Task Force headquarters to train and provide staff assistance to CCMD planners.

Reform DoD for Greater Performance and Affordability

OCS—Connect Portal. DAWDF supported a cloud-based portal (OCS-Connect Portal) on DOD’s Intelink® to provide real time Operational Contract Support (OCS) knowledge sharing across the workforce. OCS—Connect is a repository of guidance, references, templates, tools, and other materials for planning and training OCS. FY 2019 improvements included establishing metadata taxonomy for more efficient searches, and hosting relevant OCS content from OSD and the Services. In FY 2019, the site traffic improved to over 2,400 hits from 280 unique users per month (FY 2018: 1,000 hits per 145 users; FY 2017: 597 hits per 89 users).

Integration in Joint Strategic Planning System, Reporting, and Assessments. Contributed to advancing knowledge and designing training for integrating commercial risk and opportunities into the Joint Strategic Planning System to include the Joint Military Net Assessment, the Joint Chiefs of Staff (CJCS) Risk Assessment, the Annual Joint Assessment, and update of CJCS Instruction 3110.03F, *Logistics Supplement to the Joint Strategic Campaign Plan*, to align with NDS commercial support planning requirements. The knowledge gained supported establishing a framework and sustainable process for preparing the annual “CJCS Risk Assessment on Contract Support” and informed future force design by shaping the Joint Concept for Logistics 2035 and globally integrated war-games. These processes are key to influencing DoD strategy, requirements, and resourcing decisions.

Strengthen Alliances, and Attract New Partners

USEUCOM-NATO OCS Staff Training. DAWDF enabled JS to support U.S. European Command (USEUCOM) in design and delivery of the NATO table-top exercise (TTX) series that documents OCS staff joint training requirements and tests crisis action procedures to de-conflict and prioritize contract support at the combined/joint force commander levels. Delivery of USEUCOM-NATO OCS TTX #1 and #2 in February 2019 to 30 attendees improved coordination and capability across NATO and USEUCOM contracting forces and improved processes and capacity for commercial support in a NDS priority numbered operation plan.

4. FY 2019 DAWDF Program Financial Information:

DoD executed 100 percent of its FY 2019 program and with available carryover was able to execute a final total of \$471.9 million. This continues the high execution rate of the prior three fiscal years: 2018 (99 percent), 2017 (99 percent), 2016 (92 percent). In FY 2019, 58 percent of DAWDF was used for training and development (59 percent in FY 2018), 5.6 percent in studies, analysis and tools (two percent in FY 2018); 7.8 percent in recruiting, retention and recognition (six percent in FY 2018); and 28.4 percent for hiring (33 percent in FY 2018).

DoD funded and allocated 100 percent of all component DAWDF-approved programs by November 2018. Using the two-year period of availability flexibility provided by Congress, DoD allocated, as planned, FY 2018/2020 funding of nearly \$30 million (\$29.996 million) in August 2018 to ensure readiness and continuity of workforce initiatives from the end of FY 2018 to the start of FY 2019. Upon receipt of the appropriated FY 2019 funding (\$450 million), OUSD(A&S)/HCI immediately sub-allocated full funding for approved FY 2019 programs. As part of maximizing use of DAWDF to meet component needs during the year of FY 2019 execution, DoD recovered \$16.7 million in under executed funding and reallocated the funding to components ready to execute unfunded requirements.

Figure 7 – FY 2019 DAWDF Financial Summary (000)

Defense Acquisition Workforce Development Fund Description of Operations Financed (\$000's)	FY 2019 Actuals
Appropriated or Requested	\$ 450,000
Credited to DAWDF Account	\$ 450,000
Carried forward from Prior Year	\$ 52,584
Total Obligation Authority	\$ 502,584
Obligations ¹	\$ 471,872
Remaining Balance	\$ 30,712

Note 1: Source: DFAS SF133 (September 2019)