



**OUSD (A&S) Human Capital Initiatives
Defense Acquisition Workforce Development Fund
(DAWDF)
Desk Operating Guide**

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A handwritten signature in black ink, appearing to read "René Thomas-Rizzo".

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FOREWORD

Congress provided the Defense Acquisition Workforce Development Fund (DAWDF or the Fund) in the Fiscal Year (FY) 2008 National Defense Authorization Act (NDAA) codified in Title 10 United States Code Section 1705 to ensure the defense acquisition workforce (AWF) has the capacity, in both personnel and skills, needed to (1) properly perform its mission; (2) provide appropriate oversight of contractor performance; and (3) ensure that the Department receives the best value for the expenditure of public resources. DAWDF serves as a key human capital tool for acquisition leaders across the Department of Defense (DoD), enabling them to strategically bolster AWF recruiting, training, development, retention and recognition efforts. DAWDF initiatives support AWF strategic plan objectives to make DoD an employer of choice; to shape the workforce to meet requirements; and to improve its quality and professionalism. Both the strategic objectives and the supporting DAWDF initiatives align with and support the 2018 National Defense Strategy lines of effort to improve lethality, strengthen alliances and achieve reform.

1. Background.

1.1. The Defense Acquisition Workforce (AWF) is comprised of more than 166,000 civilian and military personnel across DoD components. The Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) has statutory responsibilities under the Defense Acquisition Workforce Improvement Act (DAWIA) (10 U.S.C. Chapter 87) for the AWF, including the Defense Acquisition Workforce Development Fund (DAWDF).

During the 1990's the AWF significantly decreased in size due to Post-Cold War reductions. The combination of the long-term effect of the downsizing, increased demands on acquisition as the nation responded to terrorism, and human capital challenges led to a deliberate effort to rebuild the capacity and quality of DoD's acquisition workforce. In 2008, 57% of acquisition workforce professionals were eligible to retire within 10 years. The 1990's downsizing set in motion a mid-career "bathtub" effect – low mid-career year groups insufficient for succeeding the senior, very experienced workforce. Congress provided DoD the DAWDF through the FY 2008 NDAA and DoD set in motion the rebuilding and quality improvement of the AWF.

The DoD Acquisition Workforce Strategic Plan for FY10-FY15 put a deliberate focus on rebuilding the AWF. The DoD Acquisition Workforce Strategic Plan for FY16-FY21 builds upon the workforce improvements with strategic goals to: (1) Make the Department of Defense an employer of choice; (2) Shape the acquisition workforce to achieve current and future acquisition requirements; (3) Improve the quality and professionalism of the acquisition workforce; and (4) Continuously improve workforce policies, programs, and processes. DAWDF has been and continues to be a critical enabler in realizing the DoD strategic workforce goals. Guidance on use of the Fund follows:

2. Eligibility Criteria.

2.1. DAWDF funds may be used for personnel on acquisition workforce coded positions. Additionally, DAWDF may be used for military and civilian employees not on coded positions but who contribute significantly to acquisition by their assigned duties. For this latter category, DAWDF may only be used for acquisition-related training purposes.

2.2. Components shall use DAWDF for AWF personnel that meet position certification requirements (or are within the grace period for meeting position requirements) and meet Continuous Learning (CL) requirements. Components may use DAWDF for AWF personnel who do not meet certification and CL requirements, but only to complete mandatory certification courses required to achieve position certification.

2.3. Civilian employees are expected to maintain a minimum rating of record of fully successful or higher (or equivalent).

2.4. Continued Service Agreements (CSAs) are required, whenever possible, for any DAWDF-funded initiative, event, or training which requires a substantial investment (e.g., Executive Education or Leadership Training) in accordance with DoD/component policy.

3. Governance.

3.1. The USD(A&S) is responsible for effective governance of the DAWDF program as part of responsibilities under Chapter 87 of Title 10, U.S.C. and as part of the DoD Acquisition Education, Training, Development, Experience and Career Development Program (Reference DoDI 5000.66). Consistent with executing DAWIA responsibilities, Component Acquisition Executives are responsible for effective management of the DAWDF program within their component. The Director, Human Capital Initiatives (HCI) supports the USD(A&S) in executing these responsibilities, to include serving as the designated DAWDF Senior Official, a position required by 10 U.S.C. 1705.

4. Responsibilities.

4.1. The Director, HCI is designated in writing by USD(A&S) as the "senior official" responsible for the management of DAWDF in accordance with 10 USC 1705 and shall:

4.1.1. Develop enterprise strategies and guidance with Functional Leads (FLs) and Service/Component Directors for Acquisition Career Managers (DACMs) coordination, to achieve the objectives of the AWF program and use the DAWDF in support of improving recruitment, training, development, and retention of AWF personnel.

4.1.2. Execute the DAWDF to support strategic planning, management, and execution of the fund.

4.1.3. Provide detailed instructions to DAWDF users for submitting proposals (applications) and the annual guidance on allocation and use of DAWDF resources.

4.1.4. Host an annual Mid-Year review for all components and functional communities that leverage the DAWDF. The Mid-Year review is the primary forum for discussion of best practices, reviews of execution, and discussion of challenges and concerns.

4.1.5. Provide annual guidance for preparation of an annual report on DAWDF execution to the FLs and DACMs via the Year-in-Review discussed in detail in paragraph 6.8.

4.1.6. Prepare the DAWDF Year-in-Review inputs that highlight accomplishments achieved.

4.2. Under Secretary of Defense Comptroller (USD(C)). The USD(C) shall:

4.2.1. Provide support for the administration of the DAWDF.

4.3. DAWDF Users such as DACMs, Agency AWF career managers, DAU, Functional Leaders and others) shall:

4.3.1. Serve as the Program Manager for their respective Service/Component's DAWDF program.

4.3.2. Collect and provide annual, budget year and Future Years Defense Program (FYDP) DAWDF requirements in support of the Planning, Programming, Budget and Execution (PPBE) process, to include execution (projected obligations) and hiring plans. Requirements and plans should be coordinated with their Service/Component Acquisition Executive (SAE/CAE) (or equivalent) and submitted to USD(A&S) HCI for review and approval.

4.3.3. Ensure proposed component DAWDF programs and initiatives are aligned with DoD AWF strategic goals and acquisition executive priorities.

4.3.4. Report status of funds monthly to USD(A&S) HCI.

4.3.5. Submit an annual report of DAWDF execution as described in paragraph 6.8. to USD(A&S) HCI.

4.3.6. Integrate and coordinate proposals within the component and ensure support of and linkage to strategic objectives and priorities.

4.3.7. Ensure sufficient management controls are in place to manage planning and execution of initiatives effectively. These controls should include tracking progress towards objectives and of financial status.

4.3.8. Research and take action to resolve differences in the monthly execution information self-reported in the DMIT to execution information in the monthly Defense Finance and Accounting Service (DFAS) 1002 report.

4.3.9. Ensure proposals comply with call-for-proposal guidance and are supported by:

4.3.9.1. Executable plans which address the basis (case) for the initiative, and effectively estimate cost, to include cost consciousness;

4.3.9.2. Accurate schedule and performance estimates and timelines;

4.3.9.3. Properly vetted integration and trade considerations with other DoD and component initiatives already in place;

4.3.9.4. Risk management analysis, both near term and long term analysis of the initiative;

4.3.9.5. Resourcing capabilities, both near and long term including adequate in-house capacity and capability of enduring/core acquisition critical functions;

4.3.9.6. Adequate in-house capacity and capability of scientific, technical, engineering and mathematical skills and expertise critical to successfully acquiring required technological capabilities; and

4.3.9.7. Sufficient capacity and capability for cyber, information technology, contract services acquisition, and contingency acquisition mission requirements.

4.3.10. Functional Leaders are required to coordinate enterprise initiatives with Service/Component DACMs and DAU to avoid duplication of initiatives. All career field training requirements shall be submitted through DAU.

4.4. DAWDF Managers manage the day-to-day execution and operation of DAWDF within the components and subordinate organizations for their respective DACM. DAWDF Managers shall:

4.4.1. Execute DAWDF in accordance with this guidance and component guidance.

4.4.2. Track and keep component leadership informed of program execution status.

4.4.3. Prioritize and fully use expiring funds to meet requirements.

4.4.4. Ensure local leadership is aware of DAWDF and its intended purposes.

4.4.5. Adhere to DoD financial management principles.

4.4.6. Meet DAWDF Reviews and Reporting Requirements.

4.4.6.1. Monthly Report Fund Execution and Hiring Status as detailed in paragraph 7.5.

4.4.6.2. DAWDF Mid-Year Review as detailed in in paragraph 7.7.

4.4.6.3. Monthly DAWDF Manager's Meeting. A monthly forum for the interchange of program changes, operating status, execution status and best practices.

4.4.6.4. Annual, semi-annual and other requests for data as required by USD(A&S) HCI for DAWDF program management purposes.

4.4.6.5. Other meetings or reviews as required by USD(A&S) HCI for DAWDF program management purposes.

5. DAWDF Proposed Initiatives and Categories.

5.1. DAWDF Proposed Initiatives (General Guidance)

5.1.1 Proposals must be consistent with Secretary of Defense and USD(A&S) direction and guidance. Proposals must also be aligned with the DoD and Component AWF strategic plans.

5.1.2. Proposed hiring and non-hiring initiatives must address DoD and component areas of need on a prioritized basis.

5.1.3. Proposed initiatives must be supported by executable plans, which address basis (case) for the initiative; cost, to include cost consciousness; schedule and performance considerations; integration and trade considerations with other DoD and component initiatives; near term and long term initiative risk management; and near and long term resourcing.

5.1.4. Proposed initiatives must sustain required capacity and reduce skill gaps associated with mission critical acquisition functions.

5.1.5. Proposals must be supported by documented workforce planning and an executable spend plan.

5.1.6. Proposals are subject to the component internal policy/procedures.

5.1.7. All proposed initiatives are subject to approval by the Director, USD(A&S) HCI and availability of funding.

5.2. DAWDF Initiative Categories.

5.2.1. Since inception in 2008, DAWDF has had three workforce categories:

5.2.1.1. Category 1 – Training and Development

5.2.1.2. Category 2 – Retention and Recognition

5.2.1.3. Category 3 – Hiring

5.2.2. DAWDF funding is distributed in line item categories as described in Table 1.

| Line Item Number | Definition |
|-------------------------|--|
| 1 | Training and Development |
| 2 | Management Support, Analytics and Tools |
| 5 | Recruiting, Retention and Recognition Initiatives |
| 7 | Hiring (including Student Interns, Entry level, Journeyman, Experts and Highly Qualified Experts) |
| 12 | Student Travel - Restricted to Defense Acquisition University use only |

Table 1 – Line Item Definitions

5.3. Line Items.

5.3.1. The Line Item details are presented below:

5.3.2. Training and Development – Line Item 1

5.3.2.1. Line Item Purpose – Components provide AWF personnel training and development to meet individual and workforce capability requirements.

5.3.2.2. Objectives/Guidance:

- Provide and continuously improve certification training, targeted training and available on-the-job resources for personnel performing acquisition functions.
- Develop and provide continuous development, experience and exchange programs beyond required certification; leverage coaching/mentoring opportunities; increase workforce achievement of key experiences and leadership development.
- Sustain required capacity and reduce skill gaps associated with mission critical acquisition functions.
- Improve development of future leaders throughout the career lifecycle.
- Use commercial sources through funding registration fees, classroom or on-line training, training development, or training facilitation, as appropriate.
- Restrict advanced education funding to career-related courses and degrees regardless of the level of degree sought.
- Expend funds for mandatory DAU DAWIA certification training equivalency courses, limited to only those classes that are at maximum capacity for the operating year.

5.3.2.3. Examples:

- Career acquisition training and development leading to DAWIA certification appropriate to the level of acquisition responsibility.
- Advanced Education – mandatory or elected academic education necessary to support the AWF including education at private institutions to include bachelors, masters, doctoral, or certificate training such as Project Management Professional (PMP). All education funding should be in a career-related program.
- Leadership Training – leadership development at all levels of the AWF including Executive Leadership programs held at private educational institutions, Service/component self-developed leadership programs such as “Leading at the Speed of Trust” and Federal Executive Institute.
- Career Field/Competency Training – training or material costs related to a career field such as contract source selection training, use of commercial cost estimating tools, or “How to Break Software.”
- Conferences/Seminars/Symposiums – examples include DoD Cost Analysis Symposium, National Defense Industrial Association, or DoD Small Business Conference.
- Continuous Learning/General Acquisition Training – examples include “Team Problem Solving,” “How to Turn Data into Compelling Visual Presentations,” or “Better Business Writing.”

- COOP/College Programs/Training Development – examples include tuition reimbursement for Pathways and other college intern programs, development of computer-based training, or development of training curriculum.
- CYBER Education and Training Development – examples include CISSP Course, Cybersecurity and Logistics, or commercially available Cyber training.
- Rotational Assignments – the travel costs associated with the developmental activity or assignment located outside the commuting area of the member’s assigned duty location.
- Travel Expense for Training Opportunities – travel costs associated with training activities (excluding travel for Defense Acquisition University certification training already provided separately to DAU for further allocation to the services/components).

5.3.2.4. Accomplishments Metrics. At a minimum, Components should maintain data on costs, number of classes, number of attendees, and career field of attendees and report these metrics to USD(A&S) HCI monthly throughout the program operating year.

5.3.3. Workforce Analytics and Tools– Line Item 2

5.3.3.1 Purpose: Efforts funded under this Line Item support human capital and talent management of the AWF. Efforts under this Line Item also support development of acquisition tools and methodologies; performing research; and executing practices that will improve defense acquisition.

5.3.3.2 Objective/Guidance: Improved acquisition workforce capability and improved acquisition and delivery of goods and services.

5.3.3.3. Examples: Some examples of Workforce Analysis and Tools include:

- Workforce benchmarking studies (e.g. best practices across the life cycle of talent management)
- Workforce assessments (e.g. competency and gap analyses)
- Workforce requirements planning (e.g. research supporting succession planning and emerging critical skill needs)
- Tools that enhance agile and effective use of acquisition authorities; e.g., the Acquisition Requirements Roadmap Tool (ARRT)

5.3.4. DAWDF Management Support – Line Item 2

5.3.4.1 Purpose: DAWDF funding may be used for labor costs of personnel that manage the Fund.

5.3.4.2 Guidance: Criteria for proposing use of DAWDF follows:

- An annual approved program of \$5 million or greater

- Proposed in a separate Proposal Request Form (PRF) as part of annual proposal/POM input; and approved by Director, HCI
- Amount shall not exceed 2% of the approved FY program

5.4.5. Recruiting, Retention and Recognition Initiatives – Line Item 5

5.4.5.1. Purpose – Funds recruiting, retention and recognition initiatives.

Recruiting initiatives support attracting top talent from colleges, the private sector and other domains. Recruiting initiatives enable improved awareness of DoD as an employer of choice and significant acquisition career opportunities. Initiatives under Line Item 5 are used to improve retention to meet strategic needs, reduce workforce skill gaps and mitigate workforce risk to acceptable levels. Line Item 5 initiatives are also used to enhance recognition of the AWF.

5.4.5.2. Objectives/Guidance:

- DAWDF may be used for targeted incentives for recruiting and retention. Components must use documented plans, coordinated with the component HR, to support use of monetary incentives. Monetary incentives must not be used in a manner that causes employees' expectation of receiving the incentive as part of regular compensation.
- Monetary incentives must comply with statutory requirements as well as federal and DoD policy and guidance.
- In addition to appropriate use of monetary incentives, components must also demonstrate equal consideration and proactive use of non-monetary incentives.
- Must be used to establish and strengthen an enduring talent base and recruitment pipeline.
- DAWDF may be used for cash on-the-spot awards to recognize special achievements. The award should not be based on general overall performance, but on a specific accomplishment worthy of recognition.
- DAWDF may be used for recruiting and outreach such as college career days, diversity recruiting events, STEM recruiting and hiring functions, career and hiring advertisements, and branding initiatives.
- DAWDF Permanent Change of Station funding should be used on a limited basis for critical AWF positions and should not be used for normal rotation from overseas assignments.

5.4.5.3. Examples:

- Recognition Awards
- Recruiting Incentives (5 CFR 575 Subpart A)*
- Permanent Change of Station – Full**
- Permanent Change of Station – Partial*
- Permanent Change of Station – First Duty Station Move*
- Relocation Incentives (5 CFR 575 Subpart B)*
- Retention Incentives (5 CFR 575 Subpart C)*
- Student Loan Repayments – Retention**

- Student Loan Repayment – Recruiting**
- Tuition Reimbursement***
- Hiring Outreach

* Minimum one year CSA required

** Three year CSA required

*** Three times the length of training

5.4.5.4. DAWDF managers should maintain metrics on costs, number of awards, incentives, PCS by type, student loan repayments, and career field of recipient. Hiring outreach metrics must include colleges and specialty events attended and resultant hiring by career field. DAWDF users are required to report these metrics to USD(A&S) HCI on a regular basis throughout the program operating year.

5.4.6. Hiring - Line Item 7

5.4.6.1. Purpose – To ensure the AWF is sustained and maintained at appropriate levels with adequate capacity, capability and readiness in a succession pool of workforce members, and ensure effective (5-7 year horizon) talent recruitment, succession, readiness and lead time program are in place to mitigate major experience loss and enable the succeeding workforce to assume major complex acquisition responsibilities seamlessly.

5.4.6.2. – Objectives/Guidance:

- The DAWDF may not be used to pay the base salary of any person who was an employee of the Department serving in a position in the acquisition workforce as of January 28, 2008, and who has continued in the employment of the Department since such time without a break in such employment of more than one year.
- DAWDF shall not be used to offset civilian personnel shortfalls of the AWF.
- New employees must be assigned to an acquisition career field with a required certification level. College internships are to be targeted toward a technical or non-technical career field, and at program completion, placement as a full time AWF employee placed in an appropriate acquisition career field.
- New hires may be funded with DAWDF for up to three years, subject to availability of funding. Specifically, entry level and expert/Highly Qualified Expert hires may be funded for up to three years, journeymen for up to two years, and interns for the length of time it takes to reach the initial qualifying degree or for three years, whichever is less. DAWDF users must report new hires (on-boards), end strength and full-time equivalents as requested in the monthly HCI DMIT report and as otherwise required by USD(A&S) HCI.
- This hiring program assumes the incumbent will fill an existing, within base funding level, authorized position upon completion of funding by DAWDF. Components are responsible for planning transition of DAWDF hires to base funding.
- Hiring categories/definitions:

- Student Intern – Full time currently enrolled college/university students meeting the equivalent qualifications of the Pathways or other DoD student internship programs.
- Entry Level – Typically GS05/07/09 in a development program with a full performance level of GS11 or GS12 (or equivalent).
- Journeymen – Experienced employees from outside DoD such as retired military or seasoned industry candidates. Typically, GS12 or GS13 (or equivalent) level.
- Experts – Subject Matter Experts typically at the GS14 or GS15 (or equivalent) level.
- Highly Qualified Experts (HQEs) – Formal OPM program at the executive level.
- Overhead burden rates shall not exceed 30% of salary costs.

5.4.6.3. DAWDF managers are responsible for maintaining metrics on number hired, labor and overhead costs, non-labor costs, incentives paid, hiring grade and step, career field, and attrition by type of hire and are required to report these metrics to USD(A&S) HCI on a regular basis throughout the program operating year

5.4.7. Defense Acquisition University (DAU) Student Travel – Line Item 12

5.4.7.1. Purpose – Funds student travel to attend required DAWIA certification training at DAU.

5.4.7.2. Objectives/Guidance: This funding is further allocated to the Military Department and 4th Estate DACM to be used exclusively for travel funding associated with attendance at DAU DAWIA certification courses in accordance with their usage guidance.

6. DAWDF Funding Process.

6.1. DAWDF Annual Program Life Cycle.

6.1.1. Figure 1 represents a notional DAWDF program year life cycle.

| DAWDF Planning, Programming, Budgeting and Execution (PPBE) Process | |
|--|---|
| Planning, Programming, Budgeting | Execution |
| Feb - Call for POM Inputs for PPBE Budget Year (CY+2) and FYDP | Monthly DAWDF Manager (Call-in) Reviews |
| Jun - POM brief to USD(A&S) | Apr/May Program Mid-Year Review |
| July - Jan President's Budget finalized | June-Sep Sweep-up/Reallocations |
| Feb - President's Budget Submitted to Congress | Sep-Oct Closeout/Year-in-Review |
| | Dec - Annual Report to Congress |

Figure 1 – Typical DAWDF Annual Program Life Cycle

6.2. Call for DAWDF POM Inputs.

6.2.1. The budget year program request requires that DAWDF users identify their DAWDF needs for the budget fiscal year and to provide updates to the current year and FYDP budget and hiring requirements estimate. USD(A&S) HCI will provide the POM input fiscal guidance, to include guidance for identifying projected funded and unfunded requirements.

6.2.2. The input shall be in sufficient detail to document the nature of, the justification and the execution plan for the proposed program. Additionally, if the proposed program includes a request for hiring, the proposal must also include hiring specifics (by-month hiring, Full Time Equivalent detail by month and End Strength being funded with DAWDF for the current and budget year and for the fiscal year).

6.2.3. Annual POM inputs will typically be due in April to provide time for reviews, adjustments, and preparation for the June POM brief to the USD(A&S). Inputs must be provided under cover memo to USD(A&S) HCI. By signing the memo, the component/organization acquisition executive or deputy (or equivalent), confirms that proposed initiatives support strategic goals and workforce requirements, are identified by priority, have been fully coordinated within the component, and comply with guidance provided by USD(A&S) HCI. Additionally, component inputs must include a description of the requirements generation and decision process and a description of the process used to test reliability of proposal information.

6.2.4. At a minimum, USD(A&S) HCI will provide the following guidance in the annual call for POM inputs:

6.2.4.1. DAWDF Manager Guidance (including statutory required guidance)

6.2.4.2. DAWDF Proposal Guidance

6.2.4.3. DAWDF Proposal Template

6.2.4.4. DAWDF Proposal Official Submission Memo Template

6.3. Program of Record Approvals.

6.3.1. Upon receipt of POM inputs, USD(A&S) HCI will review and provide feedback and/or request additional information in preparation for use for the June POM brief. As appropriate, USD(A&S) HCI will follow-up with components on resulting actions and/or issues. Components will provide inputs as requested by USD(A&S) HCI to support the completion of the POM and PBR process. USD(A&S) HCI will notify components in writing of final PB-based FY Approved Program of Record, based on completion of the PBR process.

6.4. Funds Release.

6.4.1. DAWDF direct appropriations or funding from Continuing Resolutions will be allocated upon receipt at USD(A&S) HCI to components in October for use on the approved program of record.

6.4.2. During the year of execution, if a component determines that it will not fully execute funding, the component is required to contact HCI immediately to assess return of funding. USD(A&S) HCI may direct the return based on under execution assessment. USD(A&S) HCI will recover and re-allocate funds to maximize funding of prioritized unfunded requirements. USD(A&S) HCI will determine any funding that is not executed in the year of execution, and that does not expire and carries over to the next fiscal year, as funding for the following fiscal year program.

6.5. Monthly Report Fund Execution and Hiring Status.

6.5.1. A detailed USD(A&S) HCI DAWDF reporting template (in the form of an Excel spreadsheet called the DAWDF Management Information Tool (DMIT)) shall be completed and submitted monthly to USD(A&S) HCI by all DAWDF users.

6.5.2. The DMIT documents the approved monthly funding profile, hiring plan, accomplishments, funds execution and updated estimated spend plan for the balance of the FY.

6.5.3. The monthly DMIT will be used by USD(A&S) HCI to assess program execution status.

6.6. Approved Program Changes

6.6.1. Realignment of Funds between Line Items or Return of Funds.

6.6.1.1. The DAWDF program office utilizes a process for users to realign or return allocated funds to accommodate for execution changes during the execution year. The Program Request Change Form (PRCF) is used to initiate a funds transfer.

6.6.1.2. The PRCF must include sufficient detail to document reason(s) for the change precisely.

6.6.1.3. A PRCF is not required to request the balance of a previously approved allocation.

6.6.2. Unfunded Requests (UFRs).

6.6.2.1. In the event of a change to an approved program (due to increased initiative cost or new requirements), DAWDF users may request additional program approval and commensurate funding (example: if a new AWF training requirement is identified). This additional request shall be made to the Director, HCI via a Program Request Form (PRF) using the annual request template for that FY.

6.6.2.2. The request shall meet all requirements for the annual POM inputs detailed in section 6.2. Call for DAWDF POM Inputs.

6.7. DAWDF Program Mid-Year Review.

6.7.1. The Director, HCI will lead a DAWDF Mid-Year Review. The purpose of the Mid-Year review is to evaluate program execution to the approved program of record, and to provide a forum for sharing of challenges, issues, lessons learned and best practices.

6.7.2. USD(A&S) HCI will issue guidance and a template for inputs for the Mid-Year review.

6.8. Year-in-Review Report/Reporting.

6.8.1. An annual Year-in-Review report from all DAWDF users is required for standardized reporting of DAWDF execution and accomplishments for the most recent program year. The report will highlight program successes and accomplishments and will be used to compile a report to Congress, as required. USD(A&S) HCI will provide a Year-in-Review Template for submission of inputs. Components must include a description of the process used to test reliability of Year-in-Review input information in their Year-in-Review submission.

6.8.2. The importance of quantifying successes, accomplishments and AWF improvements made with DAWDF cannot be understated and shall be reported in the Year-in-Review and submitted to Congress.

7. Financial Improvement and Auditing Reporting (FIAR) MOAs

7.1. OSD Comptroller policy requires a Memorandum of Agreement between parties using the sub-allotment process to allocate funding. The DAWDF Program uses sub-allotments to distribute funding to components. The MOA documents that effective internal controls and safeguards are in place to ensure fiscal responsibility and DAWDF audit readiness.

8. Resources.

8.1. DAWDF information and annual reports can be found at: <http://www.hci.mil>.