

**Department of Defense Acquisition  
Workforce Development Fund  
FY 2014 Annual Report to Congress**

**10 U.S.C. 1705(f)**



**Office of the Under Secretary of Defense  
for Acquisition, Technology, and Logistics**

**September 2015**

The estimated cost of this report or study for the Department of Defense is approximately \$40,000 for Fiscal Year 2015. This includes \$23,000 in expenses and \$17,000 in DoD labor. Cost estimate generated on July 16, 2015. RefID: 0-AA6D669

## **Executive Summary**

Section 1705 of title 10, United States Code, “Department of Defense Acquisition Workforce Development Fund” (hereafter, DAWDF, the Fund, or section 1705), directs the Department of Defense (DoD) to establish the DAWDF to provide funding for the recruitment, training, and retention of DoD acquisition personnel. The purpose of the DAWDF is to ensure the DoD acquisition workforce 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. Section 1705 requires the Secretary of Defense to submit an annual report on the operation of the DAWDF.

DoD completed its sixth year of DAWDF use in FY 2014. A primary use of the DAWDF has been to rebuild and sustain the capacity and quality of the Defense Acquisition Workforce (AWF). The Department used the DAWDF fund to hire people to strategically rebuild and reshape the workforce in critical function areas, to increase training capacity and training, and to enhance and sustain the quality of the workforce. DAWDF-funded hiring has strategically reshaped the workforce by bolstering critical functions and building early and mid-career workforce size. These initiatives support the DoD Better Buying Power objective to improve the professionalism of the total acquisition workforce.

DAWDF has enabled civilian workforce increases that have permitted the Department to reduce excessive reliance on contractor support and rebalance the Total Force to ensure organic capabilities and government performance of inherently governmental and critical functions. From FY 2008 to FY 2014, the size of the acquisition workforce increased by 20 percent from 125,879 to 150,465 (Figure 5). DoD has rebuilt capability in critical acquisition functions, such as program management, engineering, contracting, test and evaluation, sustainment, cost estimating, contract pricing, and auditing.

In FY 2014, 34 percent of the DAWDF obligations funded the Defense Acquisition University (DAU) and component training and training enhancements. DAU has expanded training capacity, resulting in a 28 percent increase in classroom graduates and a 15 percent increase in online graduates from the FY 2008 baseline. The increased training capacity and training enhancements enabled the overall workforce certification level to improve from 86 percent in FY 2008 to 96 percent in FY 2014 (Figure 6).

Through FY 2014, DoD used the DAWDF to improve the professionalism of the acquisition workforce (Figure 8). As an example, the number of individuals with a bachelor’s degree or higher increased from 77 percent in FY 2008 to 83 percent in FY 2014. Additionally, DAWDF has contributed to an increase in the number of individuals with a graduate degree from 29 percent in FY 2008 to 38 percent in FY 2014.

In FY 2014, 859 civilian employees were hired with the DAWDF (Figure 9). Of those hires, 27 percent were in the Contracting career category; 19 percent in each of the Production, Quality and Manufacturing, and the Auditing career categories; and 15 percent in the Engineering career category.

Financial figures used in this report are based on, and reflect, the latest available adjustments from Defense Financing and Accounting Services (DFAS) to the baseline September 2014 DFAS financial report (Appropriation Status by FY Program and Subaccounts, AR(M) 1002)(1002 report) and collection reports.

## 1. Amounts Remitted/Credited

Section 1705 required DoD to credit a total of \$800.0 million, or a minimum of 80 percent (\$640.0 million), to the DAWDF for FY 2014. The Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) determined that for FY 2014 the minimum amount of \$640.0 million was sufficient for the purposes of the Fund. The Fund credits are comprised of direct DAWDF appropriation and remittances by the Military Departments and Defense Agencies, commonly referred to as components. Section 1705 requires credits in amounts equal to the applicable percentage for a fiscal year of all amounts expended by the Department for contract services from amounts available for operations and maintenance (O&M). Amounts credited to the DAWDF are available for obligation in the fiscal year for which credited, transferred, appropriated, or deposited and the two succeeding fiscal years. DAWDF-appropriated O&M funds are also credited to the Fund. As indicated in Figure 1, \$349.3 million was remitted by components to the Fund in FY 2014, a combination of completing the FY 2013 remittances (\$81.5 million) and starting the FY 2014 remittances (\$267.8 million). FY 2014 DAWDF funds remitted in FY 2015 will be addressed in the FY 2015 DAWDF report. As indicated in Figure 2, \$3.1 billion has been credited since the inception of the program, including component remittances and direct appropriations to the DAWDF.

**Figure 1 – Collections Remitted by Components in FY 2014  
(FY 2013/2015 + FY 2014/2016 Funds remitted in FY 2014)**

<i>in \$000s</i>	Army	Navy	Air Force	OSD	Defense-wide Agencies*	Total
FY 2013/2015 Funds Remitted in FY 2014	\$0.0	\$50,472.0	-\$38.3	\$6,971.0	\$24,068.0	\$81,472.7
FY 2014/2016 Funds Remitted in FY 2014	\$0.0	\$53,000.0	\$154,113.0	\$12,560.0	\$48,144.0	\$267,817.0
<b>Total Funds Remitted in FY 2014</b>	<b>\$0.0</b>	<b>\$103,472.0</b>	<b>\$154,074.7</b>	<b>\$19,531.0</b>	<b>\$72,212.0</b>	<b>\$349,289.7</b>

\* Total remittances by component provided at Appendix A

Figure 2 – Annual Credits to the Fund by Year

<i>in \$000s</i>	in FY 2008 Received	in FY 2009 Received	in FY 2010 Received	in FY 2011 Received	in FY 2012 Received	in FY 2013 Received	in FY 2013 Sequestered	in FY 2014 Received	Total Available
FY 2008/2010 Funds (collected)	\$169,190.0	\$85,735.5							\$254,925.5
FY 2009/2011 Funds (collected)		\$440,258.0	\$261,867.0						\$702,125.0
FY 2010/2012 Funds (collected)			\$0.0						\$0.0
FY10 Funds (appropriation)			\$99,874.0						\$99,874.0
FY 2011/2013 Funds (collected)				\$226,128.5	\$173,871.5	\$0.0	(\$81.0)		\$399,919.0
FY11 Funds (appropriation)				\$208,767.0					\$208,767.0
FY 2012/2014 Funds (collected)					\$527,711.0	\$86,790.0	(\$4,278.0)	\$4,278.0	\$614,501.0
FY12 Funds (appropriation)					\$105,501.0				\$105,501.0
FY 2013/2015 Funds (collected)						\$272,904.0		* \$81,213.7 ** \$259.0	\$354,376.7
FY13 Funds (appropriation)						\$48,642.6			\$48,642.6
FY 2014/2016 Funds (collected)								*** \$29,328.0 **** \$238,489.0	\$267,817.0
FY14 Funds (appropriation)								\$51,031.0	\$51,031.0
<b>Total Funds</b>	<b>\$169,190.0</b>	<b>\$525,993.5</b>	<b>\$361,741.0</b>	<b>\$434,895.5</b>	<b>\$807,083.5</b>	<b>\$359,694.0</b>	<b>(\$4,359.0)</b>	<b>\$404,598.7</b>	<b>\$3,107,479.9</b>

\* \$81,213.7M was received in increments throughout FY 2014  
 \*\* \$259.0K was not available for obligation until FY 2015  
 \*\*\* \$29,328.0M was made available for obligation on September 23, 2014  
 \*\*\*\* \$238,489.0M was not available for obligation until FY 2015

## 2. FY 2014 Obligations Made from the Fund in FY 2014

Total funds obligated in FY 2014 from all funding sources were \$383.3 million (see Figures 3 and 4). As indicated in Figure 10, DoD components executed 100.0 percent of the FY 2012-2014 funding, 71.3 percent of the FY 2013-2015 funding and 98.6 percent of FY 2014-appropriated funds by the end of FY 2014. As indicated in Figure 3, \$42,400 of FY 2014-2016 funds were obligated in FY 2014.

Figure 3 – FY 2014 DAWDF Obligations\* by Category\*\*

<i>in \$000s</i>	FY 2012/2014 Funds Obligated in FY 2014	FY 2013/2015 Funds Obligated in FY 2014	FY 2014/2016 Funds Obligated in FY 2014	FY 2014/2014 Funds Obligated in FY 2014	All Obligations Total FY 2014	%
Training and Development	\$22,167.6	\$89,183.1	\$1.1	\$18,923.4	\$130,275.2	34.0%
Retention and Recognition	\$7,375.6	\$24,600.0	\$13.4	\$4,495.3	\$36,484.3	9.5%
Recruiting and Hiring	\$47,590.0	\$142,225.5	\$28.0	\$26,908.4	\$216,751.8	56.5%
*** Total	\$77,133.1	\$256,008.7	\$42.4	\$50,327.2	\$383,511.4	100.0%

\* Expenditures provided at Appendix B  
 \*\* DAWDF initiative categories are: (1) Training & Development; (2) Retention & Recognition; (3) Recruiting & Hiring  
 \*\*\* Numbers may not add due to rounding

**Figure 4 – FY 2014 DAWDF Obligations by Component\***

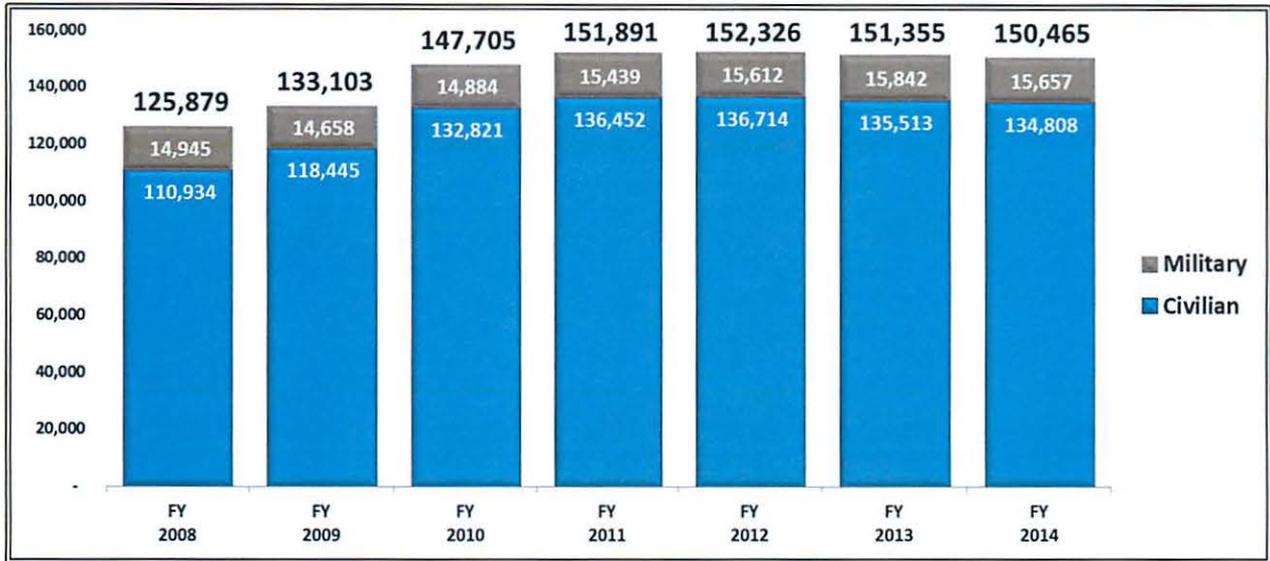
<i>in \$000s</i>	FY 2012/2014 Funds Obligated in FY 2014	FY 2013/2015 Funds Obligated in FY 2014	FY 2014/2016 Funds Obligated in FY 2014	FY 2014/2014 Funds Obligated in FY 2014	All Obligations Total FY 2014
Army	\$13,438.4	\$32,046.0	\$42.4	\$13,196.7	\$58,723.6
Navy	\$20,347.1	\$63,607.5	\$0.0	\$4,500.0	\$88,454.6
Air Force	\$15,000.5	\$17,285.6	\$0.0	\$7,616.9	\$39,903.0
Defense-wide **	\$9,089.3	\$23,003.7	\$0.0	\$0.0	\$32,093.0
DCMA	\$6,613.8	\$71,578.9	\$0.0	\$7,521.7	\$85,714.4
DCAA	\$1,224.2	\$10,052.3	\$0.0	\$0.0	\$11,276.5
DAU	\$11,419.8	\$38,434.7	\$0.0	\$17,491.8	\$67,346.4
*** Total	\$77,133.1	\$256,008.7	\$42.4	\$50,327.2	\$383,511.4

\* Expenditures provided at Appendix B; obligations and expenditures provided by component at Appendix C  
 \*\* Excludes Defense Contract Audit Agency (DCAA) and Defense Contract Management Agency (DCMA)  
 \*\*\* Numbers may not add due to rounding

### 3. Improvements to the DoD Acquisition Workforce

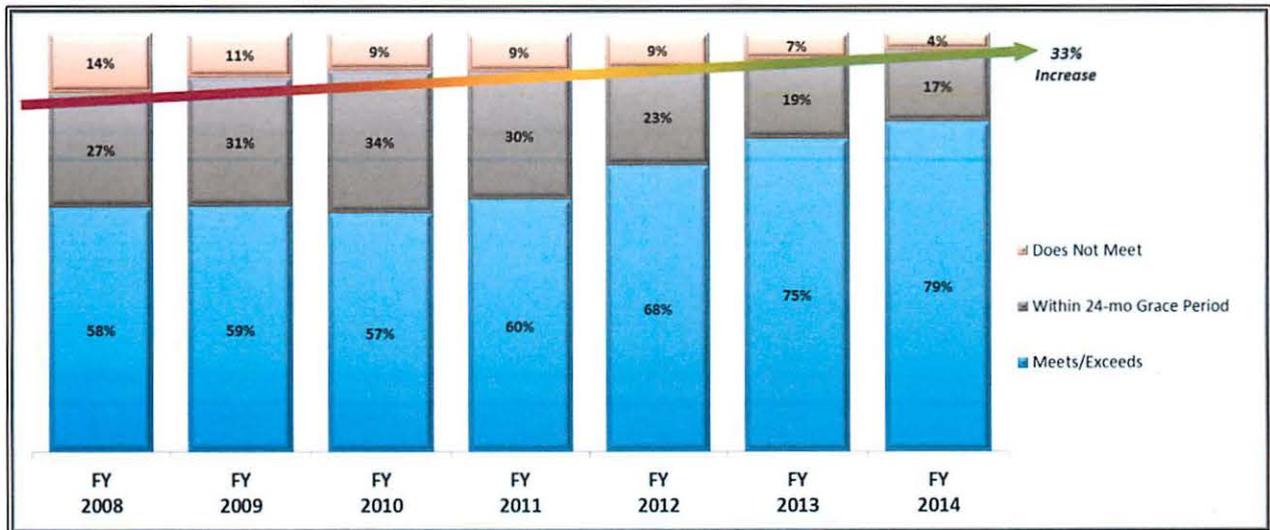
A primary use of the DAWDF has been to improve the professionalism of the total acquisition workforce, a DoD Better Buying Power initiative. In FY 2014, 56 percent of the DAWDF was used for recruiting and hiring. The Department used the DAWDF to fund hires to rebuild and reshape the workforce in critical function areas, to increase training capacity and address training gaps, and to enhance and sustain the quality of the workforce through recruiting incentives and development and retention initiatives. DAWDF hiring and the added capacity help DoD ensure performance of inherently governmental functions by government personnel. The reshaping of the acquisition workforce strategically supports the long-term need to have sufficient staffing of experienced personnel for the future workforce. The reshaping also mitigates the effects of pending significant retirements and the “bathtub” of low-year groups resulting from the downsizing of the acquisition workforce that occurred in the 1990s. In addition to hiring costs, DAWDF is also used for workforce quality initiatives. During FY 2014, 35 percent of the DAWDF obligations funded training and training enhancements, and nine percent was used for retention and recognition.

Figure 5 – Defense Acquisition Workforce Size FY 2008 to FY 2014



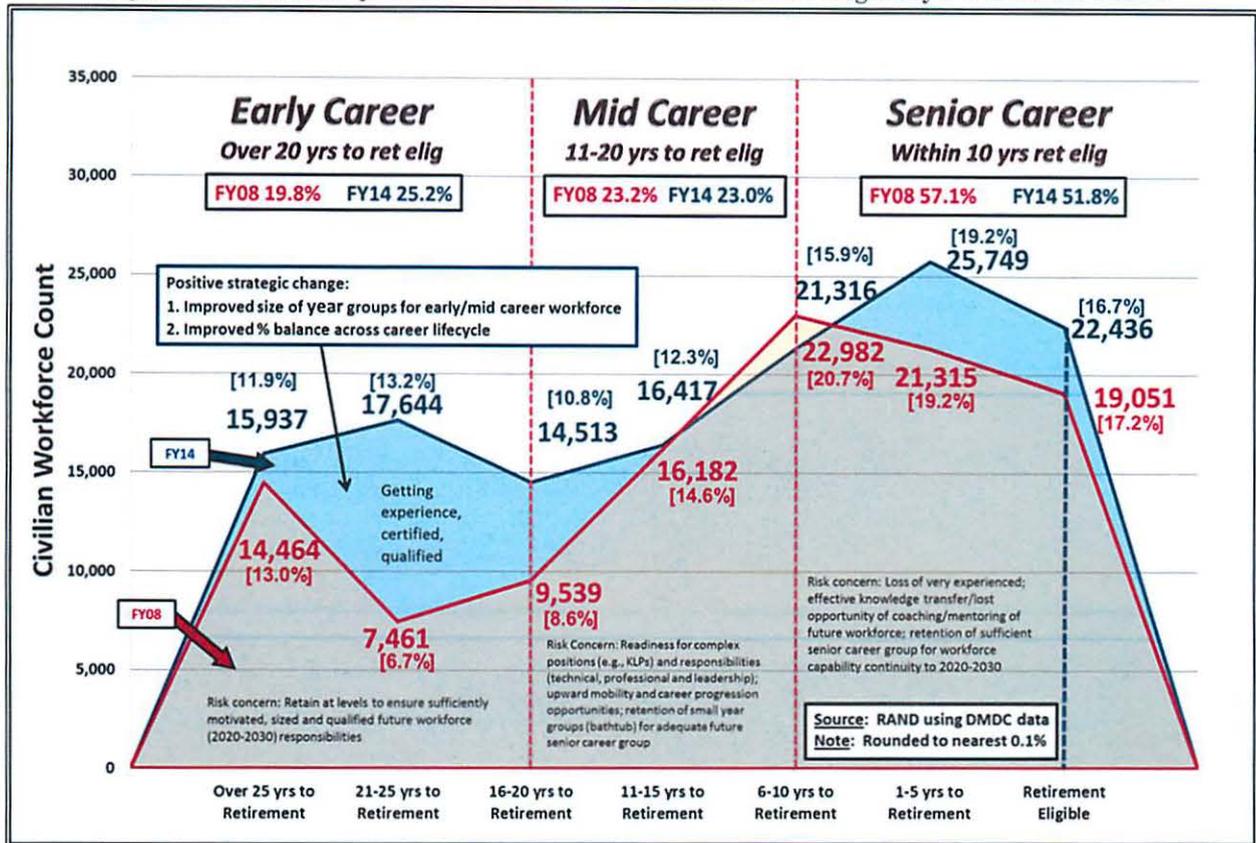
DAWDF has enabled the overall workforce certification level to improve from 86 percent in FY 2008 to 96 percent in FY 2014 (Figure 6). Workforce members are allowed twenty-four months to meet position certification requirements.

Figure 6 – Workforce Certification Level FY 2008 to FY 2014



DAWDF-funded hiring has strategically reshaped the workforce by bolstering critical functions and building early and mid-career workforce size. As depicted in Figure 7, the acquisition workforce early and mid-career year groups represent approximately 48 percent of the workforce, an increase from approximately 42 percent in FY 2008.

Figure 7 – Defense Acquisition Workforce Civilian Retirement Eligibility FY 2008 to FY2014



Through FY 2014, DAWDF supported improved education levels of the total acquisition workforce, as shown in Figure 8. Depicted is an increase of the number of individuals with a bachelor’s degree or higher from 77 percent in FY 2008 to 83 percent in FY 2014. Additionally, the number of individuals with a graduate degree increased from 29 percent in FY 2008 to 38 percent in FY 2014.

Figure 8 – AWF Education Level Achieved

Higher Education Level	FY 2008			FY 2014		
	Civilian	Military	Total	Civilian	Military	Total
Bachelor’s Degree or Higher	77%	81%	77%	83%	82%	83%
Graduate Degree	26%	44%	29%	36%	53%	38%

**Training and Development:** Thirty-five percent of the DAWDF obligations in FY 2014 funded DAU and component training and training enhancements. Some of the DAU and component-specific training initiatives accomplished in FY 2014 include:

In FY 2014, DAWDF funding enabled DAU to serve the expanded acquisition workforce, including new course content, funds for students to travel to training sites, and new training in areas such as the acquisition of services and the requirements process. In FY 2014, DAWDF improvements enabled DAU to graduate 181,970 students from online and residence courses. In addition, there were 672,717 Continuous Learning Module completions. The high quality of DAU’s instruction and facilities was again affirmed in

FY 2014 with renewed accreditation by the Council of Occupational Education and recognition as the best corporate university in North America in the Corporate Learning Network's Corporate University Best in Class benchmarking and competition. DAU was also recognized for innovation by the World Institute of Action Learning.

DAU training extends beyond courses, and DAWDF funding helped DAU provide 525 in-the-workplace engagements directly supporting DoD acquisition organizations. For example, DAWDF supported DAU's expanded training in services acquisition, which included 43 Service Acquisition Workshops at 36 locations in FY 2014. These workshops allowed DAU faculty to work directly with procuring organizations to train them as they planned service acquisitions totaling \$170 billion. DAU also used DAWDF to develop the Acquisition Requirements Roadmap Tool, a training and mission assistance tool that helps organizations create realistic and justifiable requirements for the services they need.

DAU used DAWDF to improve and expand DAU's Information Technology (IT) infrastructure to support the greater course capacity, deliver more responsive helpdesk support, and deploy new, more advanced course content online. The infrastructure also allows DAU to provide "pull-learning," or informal training and information delivered online to the workforce when and where they need it. There were 16.9 million page views of the expanded Defense Acquisition Portal and 64,500 new contributions to communities of practice from among the more than 131,000 registered community members.

In FY 2014, DAU used DAWDF to build new training courses and significantly modernize 23 formal training courses and continuous learning modules. Training content was revised in 40 classroom courses to add emphasis on critical-thinking exercises and case studies. This type of training will improve the ability of the workforce to manage challenging acquisition problems. DAU used DAWDF to develop a cadre of 50 qualified executive coaches, create a case study to stress program protection from cyber threats, expand online just-in-time access to acquisition knowledge resources for the workforce, and deploy the College of Contract Management (CCM) with targeted training. The CCM training supports DCMA professionals as they manage post-award contracts, on-site industrial activities, and production and quality efforts across the acquisition enterprise. DAU also used the DAWDF to deploy ACQ 315, Understanding Industry, meeting a critical need for the government workforce to better understand the incentives and motivations of industry. In addition, DAWDF enabled DAU to deploy LOG 365, the Executive Product Support Manager's Course, and continued development of the Earned Value Management Certificate Program. DAU used DAWDF to continue development of accelerated IT curriculum updates to incorporate the latest policy and guidance, as well as proven practices from Government and industry. Supporting Better Buying Power 3.0's objective to strengthen technical workforce capability, DAU used DAWDF to develop three executive-level technical leadership courses. These courses are intended to improve the technical and business skills of senior systems engineers and other technical workforce leaders. An important element of these courses is development of an "experience accelerator," a simulation tool that models typical program management office activities in a virtual, experiential learning environment to challenge technical leaders with a variety of realistic scenarios and challenges.

DAU also used DAWDF to update the Requirements Management curriculum and deliver Requirements Management training to members of that community, including three 4-star officers as well as 36 other Flag officers and Senior Executives. DAU graduated 269 members from the 1-week RQM 310, Advanced Requirements Management, course and 5,570 members from the required distance learning certification courses.

DAWDF was also used for targeted training by DoD components. In FY 2014, DAWDF funding continued to help shape and develop two Navy workforce development initiatives: Naval Air Systems Command (NAVAIR) University and Active Talent Management of Major Program Managers and their supporting organizations.

NAVAIR University provides comprehensive, standardized training and career development to their workforce and collaborative partners. The university concept provides an organizational viewpoint to employee development that complements the career field training provided by the DAU, and it stresses cross-functional development with an additional focus on Integrated Product Teams. The maturation of the program continues with the aid of DAWDF funding. Key focus areas include: Contracts Management, Research and Engineering, Test and Evaluation, Logistics and Industrial Operations, Business and Financial Management, and Leadership and Soft Skills development. NAVAIR University was recognized independently through the USD(AT&L) Workforce Development Award and the Best Workforce Development Program 3<sup>rd</sup> place award from the Human Capital Management Group in FY 2013.

Active Talent Management of Major Program Managers has been one of the most important uses of DAWDF funds within the Navy, a key component of the Acquisition Workforce Strategic Plan – “Improve the Program Manager and Acquisition Business Skills.” It is built with the foundation of the DAU career field certification requirements and expands the knowledge base with Navy-centric requirements, lessons learned from previous programs, and sharing of leadership’s priorities and objectives. Specific employee developmental activities made possible with DAWDF funding include: development of a “Ships are Different” variant of DAU’s Intermediate Systems Acquisition course; attaining additional positions in the Secretary of Defense’s Corporate Fellows program, allowing for the sharing of successful business transformation techniques, innovation, and practices; targeted curriculum at the Universities of North Carolina and Virginia to acquire knowledge in Industry finance, decision making, and incentive programs; development of the Acquisition War Room to transition “intellectual capital” and leverage educational value to the Program Manager and their teams; and incorporation of the War Room in the capstone Executive Program Management course, allowing for development of the program-specific action plan and a resource for follow-on actions to resolve program challenges.

The Air Force used DAWDF to improve application skills, increase capacity in key training – including the resident initial skills courses for scientists, engineers, program managers, and contracting officers – and to make training more agile by enabling training solutions to be implemented more efficiently. In FY 2014, the Air Force continued offering courses developed with DAWDF in previous years, such as Developmental Planning, Cost Analysis, and courses in scientific methods designed to streamline and reduce the cost of system test and evaluation. 2445 acquisition professionals were able to attend these courses

at the Air Force Institute of Technology (AFIT). The DAWDF allowed civilian members of the acquisition workforce to continue to receive the same opportunity for initial skills courses as our Military members. The FY 2014 DAWDF program permitted 53 civilians to attend the Air Force Fundamentals of Acquisition Management course. Additionally, DAWDF afforded the opportunity for 907 military and civilian Airmen to graduate from the Acquisition Leadership Challenge Program; supported 172 Contracting officers in attending the initial skills course at AFIT; enhanced the initial skills course for the enlisted Contracting workforce with contingency contracting curricula; and greatly increased the capacity of Air Force major commands to provide training to acquisition workforce members.

To complement formal training provided by DAU and others, the Air Force is providing experiential training opportunities to improve application skills. As an example, in FY 2014 the contracting community sent highly experienced Cost/Price Analysts to several locations to train, coach, and mentor Contract Specialists in the performance of pricing analysis. This enabled the limited numbers of Cost/Price Analysts to focus on higher dollar and more complicated procurements while increasing pricing expertise across the Air Force.

The Army used the DAWDF to support the Acquisition Leadership Challenge Program (ALCP), which provides foundational leadership development to over 650 acquisition civilians. Offered at three levels – basic for entry levels, intermediate for mid-careerists, and advanced for senior professionals – ALCP focuses on individual awareness of leadership traits, strengths, and weaknesses. All ALCP seminars are focused on team building and are structured as a practical guide to assist overall leadership and diversity development in organizations. The foundation of the ALCP is self-awareness as the key to both leadership and diversity development. The idea is to create an innovative culture by helping to understand each individual's personal preferences and behaviors, as well as understand how each person interacts with their co-workers and how he or she is viewed by others.

The Army's "Ellie," the Virtual Acquisition Career Guide, is a mentoring initiative funded by DAWDF. The Army recently completed pilot testing on an exciting capability based upon virtual human technology. While Ellie was never intended to replace the face-to-face, personal relationship of Mentors and Protégés, Ellie has demonstrated the ability to provide a consistent message at any time, at any location to the Army Acquisition Workforce (AAW) member, as it pertains to requirements of the Defense Acquisition Workforce Improvement Act (DAWIA). The Army's Acquisition Career Record Brief, DAU course offerings, and the DAWIA certification all provide good examples of this message. Ellie already has the ability to give virtual mentoring and career development guidance to 38,000 acquisition professionals, and the initiative continues to develop. Future efforts will include personalized Acquisition Career Field Roadmap guidance. Ellie will be deployed to the AAW in phases, with the first phase implementation scheduled for July 2015.

The Army's Specialty Engineering Education and Training (SE2T) initiative provides for instruction in the specialty engineering areas of reliability, quality, logistics, test and evaluation, human factors, software quality, and the theory of maintained systems. The program is tailored to provide both an accredited, in-depth education and customized refresher training for the current workforce. The courses were taught to multiple classroom locations via a real time, distance learning training format. The SE2T is a curriculum of

18 on-site and distance-learning opportunities for short term, in-depth competency training for career acquisition engineers who cannot participate in a full-time training program. SE2T resulted in 40 acquisition professionals taking professional development courses and rebuilding competencies in key engineering skills.

The Army's Source Selection Support Center of Excellence (S3COE) program supported the sustainment and expansion of the S3COE at six locations across the Army Contracting Command (ACC). The S3COEs will train, coach, and mentor the workforce, building a foundation to improve the source selection process and core competency within the ACC. S3COE provides a mechanism for mentoring and coaching ACC and related personnel regarding development and staffing of acquisition strategies, acquisition support documentation, source selection plans and solicitations development, proposal evaluation, and proposal preparation. The source selection training will continue to build expertise throughout the ACC and reduce acquisition cycle time, sustained protests and corrective actions regarding protests, and contract administration issues by developing higher quality contract requirements packages.

The Army Mobile Training Teams (MTT) conducted 33 courses in FY 2014, which included Contracting Boot Camp, Cost and Pricing training, and the Contracting Officer refresher training course. Over 750 military and civilian contracting professionals were trained on technical and functional skills critical to their professional development and competency attainment. Specifically, the Contracting Boot Camp prepared newly assessed intern employees by addressing noted functional gaps identified in program management reviews, audits, and organizational reviews needed to lessen the operational impact to the command's less experienced entry and mid-level personnel. The MTT provided immediate benefit and improvement in the Army Contracting Command interns, contract specialists, and contracting officers. Cost, pricing, and contracting officer training provided consistency in the education of acquisition workforce employees and filled skillset gaps created by senior personnel attrition.

The purpose of the Army's Pacific disaster training exercise is to simulate support to a humanitarian disaster where the Army has been tasked as the lead service for contracting by United States Pacific Command (PACOM) and United States Army, Pacific (USARPAC), as designated by the Joint Task Force Headquarters. The exercise uses scenario-based stimuli to provide training on the unique skill sets needed to execute the mission from notification of the disaster through completion. The scenarios require Contracting Support Brigades to prepare for deployment, deploy the brigade and contracting teams, and establish regional contracting centers with a forward-deployed command post. Exercise participants included over 75 Army contingency contracting officers, 1102 acquisition civilians, members from USARPAC G8, Finance Center, contingency contracting teams from the Hawaii National Guard, and contracting professionals from the 15<sup>th</sup> CONS from the Air Force. The exercise trained personnel on deploying the Brigade, establishing contracting operations, executing contracting tasks, and establishing operational contract support command and control in a simulated humanitarian aid and disaster relief mission.

In FY 2014, DAWDF enabled the Army National Guard to identify, source, train, and deploy four contingency contracting teams, as well as enhance the training of eight additional

teams identified for deployment in FY 2015. The funding also allowed the National Guard to select soldiers and provide the opportunity to train at their state contracting offices, mission installation contracting offices, and the National Guard Bureau. DAWDF supports 40 tours for military contracting officers and non-commissioned officers in expeditionary operations to receive the required training and experience in the latest software, source selection, technical evaluations, contract close-outs, and hands-on instruction in contract format prior to deployment. DAWDF also enables the National Guard to develop certified contracting professionals ready to support Army Reserve Major Subordinate Command's acquisition needs and enhance the readiness and training of specific units.

Army's Graduate Certificate Program resulted from a partnership between Auburn University and the United States Army Corps of Engineers (USACE). This competitive professional development program allows acquisition professionals involved in construction acquisition to participate in specially designed graduate courses at Auburn University and gives participants the tools they need to analyze large, complex construction changes and claims when they occur. This training increases participants' proficiency in making keen business decisions from a contracting and project management standpoint and enhances their ability to understand the complex challenges in the modern construction industry. In FY 2014, 28 acquisition professionals received their first certificate of three from USACE. All USACE AU Construction Certificate Program participants must complete a Continued Service Agreement, which ensures USACE retains mission-critical acquisition personnel for future requirements.

This rotational on-the-job training initiative provided travel support to send senior acquisition subject matter experts to USACE district/center offices for targeted training sessions across the entire USACE acquisition workforce. Its integrated training approach included training for all acquisition Project Development Teams members, including Contract Specialists, Program Managers, Small Business Specialists, and Facilities Engineers. DAWDF funded 72 separate hands-on training experience sessions in FY 2014, resulting in 2,950 acquisition professionals receiving this valuable training at a significantly reduced cost. This type of training adds a competency/acquisition skill set attainment aspect to the knowledge base of these acquisition professionals.

The Army used DAWDF to conduct developmental assignments across the Army Acquisition Workforce. The developmental assignments allowed 35 personnel to participate in challenging, career-enhancing assignment opportunities to expand their depth and breadth of acquisition related experiences. The developmental assignments result in expanded experiences, development of new or enhanced skill sets, and competency attainment from hands-on experiences, and they produce a potential pool of internal candidates needed to fill key and senior leader positions vacated by attrition.

DAWDF funding enabled the AAW to pilot a contingency contracting officer exercise called Operation Bold Impact in FY 2010. The training event eventually evolved into the Operational Contract Support (OCS) Joint Exercise. The goal of the exercise was to train DoD professionals in OCS and warrior tasks in contract planning, execution, and administration; improve OCS capability to include contract support integration, contracting

support management, and contractor management; and grow the next generation of leaders to be well-versed in OCS from all Military Departments.

The inaugural OCS Joint Exercise (OCSJX-14) was held in January 2014 at Fort Bliss, Texas. The exercise trained over 500 participants on OCS tasks for contract support integration, contracting support, and contractor management. The OCSJX-14 scenario was based on a complex catastrophe in the United States Northern Command (USNORTHCOM) area of responsibility. The training audience included OCS staff members from USNORTHCOM; United States Army, North; United States Army Expeditionary Contracting Command's 412<sup>th</sup> Contract Support Brigade; and Air Force and Navy contracting personnel. Other key DoD stakeholders that participated were the Federal Emergency Management Agency, USACE, the Defense Logistics Agency (DLA) Joint Contingency Acquisition Support Office, the Deputy Assistant Secretary of Defense for Program Support, Defense Procurement Acquisition Policy, and the National Guard Bureau, as well as the Logistics Civil Augmentation Program and Air Force Contract Augmentation Program contractors. With OCSJX-15 at USPACOM now completed, OCSJX-16 is tentatively planned for United States Southern Command, and OCSJX-17 is being explored at United States Africa Command. The intended efforts to support this training include aligning OCS universal joint tasks to the new doctrine published in July 2014 and visualizing OCS data sufficiently for robust exercise modelling and simulation.

Additionally, the Joint Staff J4 OCS and Services Division is using DAWDF funding to teach a Joint OCS Planning and Execution Course (JOPEC) at the geographic combatant commands (GCCs) via MTTs. JOPEC was taught at every GCC in FY 2014, training 213 students – a cycle that will continue in FY 2015.

Finally, the OCS Mission Integrator (OMI) is the key solution element of the OCS Joint Concept. The OMI will provide combatant commanders, joint task forces, and components unprecedented capability to integrate OCS across joint functions and into contracting efforts to optimize Total Force capabilities. The Joint Staff J4 has partnered with USPACOM to conduct a three-year demonstration to assess the OMI's performance under operational conditions. The demonstration started in June 2014 and is progressing through the initial training and integration phase. The initial phase of the demonstration will culminate with successful completion of OCSJX-15 in April and Talisman Sabre 15 in July 2015.

DCMA provides DoD with unique contract administration capabilities that support all components. DCMA's specific mission is to be the independent eyes and ears of the Department and its partners around the world, delivering actionable acquisition insight from the defense industry factory floor to the front line.

DCMA's post-award contract administration mission drives training requirements beyond DAWIA certification. DCMA leverages DAWDF funds to develop, plan, and execute specialized training for Contracting, Engineering, Quality Assurance, Manufacturing, and Supply Chain acquisition career fields. DCMA is using DAWDF funds to conduct specialized training in the areas of contract close-out procedures, contract audit follow up, introduction to pricing, cost accounting standards, indirect rates analysis, and integrated

proposal pricing for engineers and contract administrators. In FY 2014, DAWDF enabled DCMA to offer 1,183 training courses for 9,622 employees.

DCMA partnered with DAU to establish the CCM in FY 2012 in order to provide professionalized training for the development of the DCMA workforce. CCM leverages DCMA and DAU learning assets to train the defense acquisition workforce with accredited instruction on critical contract management skills, including contracting, pricing, quality assurance, industrial manufacturing, and engineering.

DAWDF funding allowed the Defense Contract Audit Agency (DCAA) to further enhance its auditor workforce by obtaining advanced degrees and professional certifications. In FY 2014, DCAA used DAWDF funding to help auditors complete 56 advanced degrees and 40 new professional certifications. Additionally, DAWDF funded approximately 1,055 requests for tuition assistance for advanced degree courses and professional certification training and testing. One of the premier training opportunities supported by DAWDF is the Director's Developmental Program in Management (DDPM). After competing for the program, DCAA auditors have the opportunity to earn a Master's Degree in Public Policy from Georgetown University. In FY 2014, DAWDF funded the participation of 15 individuals in DDPM. Not only has DAWDF funding assisted with training opportunities outside the Agency, it has also aided DCAA in providing in-house technical and leadership training to the auditor workforce at the Agency's Defense Contract Audit Institute (DCAI) in Atlanta, Georgia. DAWDF assists the Agency with the costs for 13 courses held at DCAI. These courses are specifically geared to the type of work in which DCAA auditors are engaged on their highly specialized contract audit assignments. In FY 2014, 1,606 auditors completed at least one of the 13 DAWDF-supported courses at DCAI. DCAA will continue to expand training opportunities and implement coaching/mentoring programs for our auditor workforce with the support of DAWDF.

Small business professionals throughout the Department are responsible for providing leadership and guidance on the creation of opportunities for small business in the acquisition process and for protecting and strengthening the defense industrial base. They are charged with leading the acquisition workforce to make the best use of small business opportunities by maximizing the contributions of small business in DoD acquisitions. DAWDF was used to establish the annual Small Business Training Week. Additionally, the Department has recently begun the work to establish Small Business as a new acquisition career field. DAWDF funding is being used to establish the certification curriculum and professional development programs necessary to ensure a highly skilled small business community that is prepared to contribute to the capability and readiness of the Department.

The Small Business functional community is working with DAU to develop at least nine new small business-specific courses to be a part of the Small Business certification curriculum. Course topics range from Introduction to Small Business Programs to Subcontracting and Small Business for Decision Makers.

**Retention and Recognition:** Nine percent of the obligations in FY 2014 were used by components to enhance retention and recognition. These incentives included 7,728 tuition assistance funded university courses, 2,332 student loan repayments, and 83 advanced academic

degrees, which helped to increase overall education levels of the AWF (Figure 8). Additionally, DAWDF provided 54 relocation incentives and 221 career-broadening assignments, which increased the diversity and flexibility of the workforce. In FY 2014, 126 recognition incentives were awarded to high-performing personnel.

**Recruiting and Hiring:** Fifty-six percent of the FY 2014 DAWDF obligations supported recruiting and hiring. As indicated in Figure 5, 859 personnel were hired under the initiative in FY 2014 (471 interns and 388 journeymen). The DAWDF was used for 68 recruiting bonuses for hard-to-fill positions. FY 2014 DAWDF hiring efforts continued to address the growth hiring targets set by the Secretary of Defense in FY 2009. Hiring in the Defense Agencies focused on specific career field shortfalls to include 164 Auditing hires at DCAA, 122 Contracting, and 162 Production, Quality, and Manufacturing hires at DCMA. Army and Navy hiring was concentrated in the business and technical career fields (Engineering, Financial Management, Contracting, and Logistics). DAWDF has also contributed to enhanced recruiting and outreach for components through branding and career fairs.

Some of the component-specific recruiting and hiring initiatives accomplished in FY 2014 include the following:

The Air Force continued to use DAWDF to improve its outreach and recruiting of highly qualified civilian candidates for acquisition positions. In FY 2014, Air Force focused on furthering its social media strategy and making updates to the Air Force Acquisition Civilian Careers web sites. DAWDF enabled recruiters at two of the Air Force's major acquisition centers to use LinkedIn recruiting tools to extend the reach to more candidates through targeted applicant searches. The efforts accomplished in FY 2014 will support future recruiting efforts at the corporate Air Force level and targeted recruiting campaigns to meet critical Air Force acquisition needs.

Army acquisition leadership initiated the development of the Predictive Resource Staffing Models (PRSM) that will address staffing of acquisition organizations and the skills (competencies) required to perform tasks. This human capital initiative will provide a PRSM for each acquisition function that will support management of military, civilians, and contractors to workload and determine future skill requirements for the AAW. The modeling process uses the Acquisition Workload-Based Staffing Analysis Program to capture touch hours of the work being performed by function, discipline, and task. The PRSM initiative builds and develops model outputs for approval within the Army's processes. FY 2014 efforts focused on the Program Management acquisition career field. In FY 2015, PRSM will focus on Program Management enhancements, Army-wide contracting, and Lifecycle Logistics functions across the Army Materiel Command. The Contracting initiative will complement the Army capabilities-based assessment for the operating force.

DAWDF enabled the Army Test and Evaluation Command (ATEC) to resource and conduct proactive, progressive, and productive recruitment and outreach events in order to seek out highly qualified Science, Technology, Engineering, and Math candidates. Through recruitment and outreach events, ATEC will conduct career fairs at various universities, colleges, conferences, and symposiums. ATEC will participate in the National Society of Black Engineers Conference, Equal Opportunity Publications Diversity Career Expo, Society

of Asian Scientists and Engineers Conference, Mexican American Scientist and Engineers Symposium, Society of Women Engineers Conference, American Indian Science and Engineering, and the Hiring Hero's Career Fair. The recruiting events allow ATEC to tap into mentorship programs and formulate partnerships that benefit ATEC and build a diversified and professional acquisition workforce.

The Department of the Navy (DON) has always placed an emphasis on the hiring of veterans, including a targeted 30 percent disabled veterans. In April 2011, DON used DAWDF funding to expand its centralized acquisition workforce development program to include honorably discharged veterans who have a compensable service-connected disability. While the four-year centralized development program normally targets college graduates, the Naval Acquisition Development Program-Wounded Warrior program expanded to include enlisted service members who would qualify at the GS-5 level. As of the end of FY 2014, the program has hired 83 veterans, all of whom are now able to continue their career in government as members of the acquisition workforce.

In FY 2014, DCMA used DAWDF to hire new acquisition professionals and provide technical post-award contract administration training. DCMA reached out to potential new hires by attending 51 career and job fairs, expositions, and other recruiting events. DCMA's outreach strategy enabled the hiring of 374 new acquisition employees, primarily in the mission-critical acquisition career categories of Production, Quality, and Manufacturing; Contracting; and Systems Engineering. Since 2009, the Department has prioritized the rebuilding of its cost and pricing capability. Using DAWDF, DCMA restored this capability by creating and staffing a new Cost and Pricing Center and multiple Integrated Cost Analysis Teams. In FY 2014, DAWDF enabled DCMA to recruit, hire, and train 62 new contract cost/price analysts in its developmental program supporting the Center. The teams have already yielded savings/cost avoidance, and we anticipate billions more through renegotiated forward-pricing rate agreements and overhead should-cost reviews that support the Services' evaluation of major program cost and pricing proposals.

DCAA has used DAWDF to rebuild its core functional capability by 800 auditors since 2009. DCAA auditors are an integral part of the DoD acquisition mission. DAWDF allowed DCAA to mitigate the manpower shortfalls in an environment of high workload demand and budget uncertainty. The 164 auditors funded by DAWDF in FY 2014 directly contributed to 242 reviews being conducted with a total dollar value of \$14.8 billion, which included \$378 million in questioned costs and a net savings of \$124 million.

Figure 9 – DAWDF Funded Employees brought on board in FY 2014

Career Field	Army	Navy	Air Force *	Defense- wide Agencies **	DCMA	DCAA	Overall	%
Auditing	0	0	0	2	0	164	166	19%
Cost Estimating	5	9	0	0	0	0	14	2%
Financial Management	20	10	0	1	5	0	36	4%
Contracting	64	29	0	17	122	0	232	27%
Facilities Engineering	2	6	0	0	1	0	9	1%
IT Management	4	2	0	0	8	0	14	2%
Industrial/Prop Contract Mgt	0	0	0	0	3	0	3	0%
Life Cycle Logistics	6	45	0	0	1	0	52	6%
Prod, Qual & Mfg	0	0	0	0	162	0	162	19%
Program Management	10	4	0	3	9	0	26	3%
Engineering	6	63	0	0	62	0	131	15%
Test & Evaluation	10	0	0	0	0	0	10	1%
Other (e.g. Acq Attorneys)	3	0	0	0	1	0	4	0%
<b>Total</b>	<b>130</b>	<b>168</b>	<b>0</b>	<b>23</b>	<b>374</b>	<b>164</b>	<b>859</b>	<b>100%</b>

\* Air Force accomplished all growth hiring by FY 2013

\*\* Excludes DCAA, DCMA

#### 4. Recommendations for Additional Authorities

The Administration has submitted to Congress a FY 2016 legislative proposal that would facilitate improved operation of the DAWDF as a long-term fund. If enacted, the proposal changes would transition DAWDF to be fully funded by annual appropriations, which in turn would eliminate the need for an annual collection from funds appropriated to components for other purposes, remove the FY 2018 DAWDF funding level sunset, and allow the Department to retain the flexibility to use expired funds in order to meet funding requirements if needed.

#### 5. Unobligated\* Balance Remaining in the Fund at the End of FY 2014\*\* (Cumulative – see Note)

Figure 10 – Balance Remaining in the Fund at the end of FY 2014\*\*\*

<i>in \$000s</i>	Cumulative Funds Received	Cumulative Funds Obligated	% Obligated	Remaining Balance
FY 2012-2014 Funds	\$614,501.0	\$614,300.9	100.0%	\$200.1
FY 2013-2015 Funds	\$349,289.7	\$249,101.7	71.3%	\$100,188.0
FY 2014-2016 Funds	\$29,328.0	\$42.4	0.1%	\$29,285.6
FY 2014-2014 Funds	\$51,031.0	\$50,327.2	98.6%	\$703.8
**** Total	\$1,044,149.7	\$913,772.2	87.5%	\$130,377.6

\* Disbursements provided at Appendix B

\*\* DFAS is dispositioning an error in reported obligations

\*\*\* FY 2014-FY 2016 funds credited on September 23<sup>rd</sup> in FY 2014 were not available for obligation in FY 2014 but are available for use in FY 2015 and FY 2016

\*\*\*\* Numbers may not add due to rounding

NOTE: Figure 10 unobligated balance numbers are derived from cumulative obligations; for example, FY 2012-2014 Funds remaining balance numbers are based on obligations made in FY 2012, FY 2013 and FY 2014.

**Appendix A – Amounts Remitted Defense-Wide Component Breakout**

**A. Amounts Remitted**

**Figure A1 – Collections remitted by components in FY 2014  
(FY 2013/2015 + FY 2014/2016 Funds remitted in FY 2014)**

<i>in \$000s</i>	Amounts Remitted in FY 2014
Army	\$0.0
Navy	\$103,472.0
Air Force	\$154,074.7
OSD	\$19,531.0
BTA	\$0.0
DCAA	\$269.0
DCMA	\$633.0
DeCA	\$0.0
DFAS	\$0.0
DHRA	\$3,471.0
DIA	\$8,800.0
DISA	\$3,022.0
DLA	\$2,368.0
DLSA	\$0.0
DMA (AFIS)	\$845.0
DMEA	\$0.0
DoDEA	\$2,889.0
DPMO	\$18.0
DSCA	\$544.0
DSS	\$0.0
DTRA	\$2,312.0
DTSA	\$59.0
MDA	\$0.0
NDU	\$104.0
NGA	\$0.0
NSA	\$41,573.0
USSOCOM	\$0.0
TJS (Joint Staff)	\$2,589.0
WHS	\$2,716.0
* Total	\$349,289.7

*\* Numbers may not add due to rounding*

## Appendix B – Disbursements from the Fund<sup>1</sup>

### A. FY 2014 Expenditures Made from the Fund in FY 2014

Figure B1 -- FY 2014 DAWDF Expenditures\* by Category\*\*

<i>in \$000s</i>	FY 2012/2014 Funds Disbursed in FY 2014	FY 2013/2015 Funds Disbursed in FY 2014	FY 2014/2016 Funds Disbursed in FY 2014	FY 2014/2014 Funds Disbursed in FY 2014	All Disbursements Total FY 2014	%
Training and Development	\$71,568.1	\$37,733.8	\$0.0	\$17,395.4	\$126,697.2	32.8%
Retention and Recognition	\$17,524.2	\$16,369.0	\$0.0	\$4,236.0	\$38,129.2	9.9%
Recruiting and Hiring	\$70,380.3	\$125,475.8	\$0.0	\$26,162.6	\$222,018.7	57.4%
*** Total	\$159,472.5	\$179,578.6	\$0.0	\$47,793.9	\$386,845.0	100.0%

\* Disbursement actions subject to normal reconciliation processes between Treasury and Department/Component accounting records

\*\* The DAWDF has 3 categories: (1) Training & Development; (2) Retention and Recognition; (3) Recruiting and Hiring

\*\*\* Numbers may not add due to rounding

Figure B2 -- FY 2014 DAWDF Expenditures\* by Component

<i>in \$000s</i>	FY 2012/2014 Funds Disbursed in FY 2014	FY 2013/2015 Funds Disbursed in FY 2014	FY 2014/2016 Funds Disbursed in FY 2014	FY 2014/2014 Funds Disbursed in FY 2014	All Disbursements Total FY 2014
Army	\$34,143.3	\$20,181.7	\$0.0	\$12,373.1	\$66,698.1
Navy	\$44,153.8	\$41,650.9	\$0.0	\$4,500.0	\$90,304.7
Air Force	\$18,371.8	\$12,284.9	\$0.0	\$7,416.2	\$38,072.9
Defense-wide**	\$11,532.1	\$15,259.3	\$0.0	\$0.0	\$26,791.4
DCMA	\$8,843.3	\$9,535.5	\$0.0	\$7,500.3	\$25,879.0
DCAA	\$1,943.8	\$68,749.2	\$0.0	\$0.0	\$70,693.0
DAU	\$40,484.4	\$12,517.2	\$0.0	\$16,004.4	\$69,006.0
*** Total	\$159,472.5	\$180,178.6	\$0.0	\$47,793.9	\$387,445.0

\* Disbursement actions subject to normal reconciliation processes between Treasury and Department/Component accounting records

\*\* Excludes Defense Contract Audit Agency (DCAA) and Defense Contract Management Agency (DCMA)

\*\*\* Numbers may not add due to rounding

<sup>1</sup> Figures in Appendix B have been adjusted to exclude administrative use amounts on the Defense Finance and Accounting Service 1002 financial report.

**Appendix B – Disbursements from the Fund<sup>2</sup> (continued)**

**B. Undisbursed Balance Remaining in the Fund at the End of FY 2014**  
(Cumulative – see Note)

**Figure B3 -- Undisbursed Balance Remaining in the Fund at the end of FY 2014\***

<i>in \$000s</i>	Cumulative Funds Received	Cumulative Funds Disbursed	% Disbursed	Undisbursed Balance
FY 2012-2014 Funds	\$614,501.0	\$591,593.6	96.3%	\$22,907.4
FY 2013-2015 Funds	\$354,376.7	\$180,178.6	50.8%	\$174,198.1
FY 2014-2016 Funds	\$267,817.0	\$0.0	0.0%	\$267,817.0
FY 2014-2014 Funds	\$51,031.0	\$47,793.9	93.7%	\$3,237.1
<b>** Total</b>	<b>\$1,287,725.7</b>	<b>\$819,566.1</b>	<b>63.6%</b>	<b>\$468,159.6</b>

\* FY 2013-2015 and FY 2014-2016 funds have statutory three year availability and were carried over to fund FY 2015 requirements

\*\* Numbers may not add due to rounding

NOTE: Figure B3 undisbursed balance numbers are derived from cumulative disbursements; for example, the FY 2012-2014 undisbursed balance is based on cumulative disbursements from FY 2012, FY 2013 and FY 2014.

<sup>2</sup> Figures in Appendix B have been adjusted to exclude administrative use amounts on the Defense Finance and Accounting Service 1002 financial report.

**Appendix C – Obligations & Disbursements Defense-Wide Component Breakout**

**A. FY 2014 Obligations Made from the Fund in FY 2014**

**Figure C1 – FY 2014 DAWDF Obligations by Component**

<i>in \$000s</i>	FY 2012/2014 Funds Obligated in FY 2014	FY 2013/2015 Funds Obligated in FY 2014	FY 2014/2016 Funds Obligated in FY 2014	FY 2014/2014 Funds Obligated in FY 2014	All Obligations Total FY 2014
Army	\$13,438.4	\$32,046.0	\$42.4	\$13,196.7	\$58,723.6
Navy	\$20,347.1	\$63,607.5	\$0.0	\$4,500.0	\$88,454.6
Air Force	\$15,000.5	\$17,285.6	\$0.0	\$7,616.9	\$39,903.0
DCAA	\$1,224.2	\$10,052.3	\$0.0	\$0.0	\$11,276.5
DCMA	\$6,613.8	\$71,578.9	\$0.0	\$7,521.7	\$85,714.4
DAU	\$11,419.8	\$38,434.7	\$0.0	\$17,491.8	\$67,346.4
AT&L	\$0.0	\$330.8	\$0.0	\$0.0	\$330.8
DARPA	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
DeCA	\$0.0	\$300.0	\$0.0	\$0.0	\$300.0
DFAS	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
DIA	-\$2.6	\$600.0	\$0.0	\$0.0	\$597.4
DISA	\$647.5	\$256.7	\$0.0	\$0.0	\$904.2
DLA	\$1,495.9	\$350.2	\$0.0	\$0.0	\$1,846.1
DMEA	\$29.5	\$746.3	\$0.0	\$0.0	\$775.8
DoDEA	\$385.7	\$75.7	\$0.0	\$0.0	\$461.4
DSS	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
DTRA	\$2,802.8	\$0.0	\$0.0	\$0.0	\$2,802.8
HCI	\$355.8	\$4,993.4	\$0.0	\$0.0	\$5,349.2
HCI (AT&L) AWQ	\$0.0	\$654.3	\$0.0	\$0.0	\$654.3
HQ PACAF	\$0.0	\$2,849.8	\$0.0	\$0.0	\$2,849.8
MDA	\$1,117.1	\$3,689.3	\$0.0	\$0.0	\$4,806.4
NGA	\$0.0	\$1,858.2	\$0.0	\$0.0	\$1,858.2
NSA	\$1,048.2	\$5,532.4	\$0.0	\$0.0	\$6,580.5
OSD	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
OUSD(AT&L) Small Business Office	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
SOCOM	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
TMA	\$500.1	\$156.4	\$0.0	\$0.0	\$656.5
USUHS	-\$0.1	\$288.0	\$0.0	\$0.0	\$287.9
WHS	\$709.5	\$322.1	\$0.0	\$0.0	\$1,031.6
* Total	\$77,133.1	\$256,008.7	\$42.4	\$50,327.2	\$383,511.4

\* Numbers may not add due to rounding

**Appendix C – Obligations & Disbursements Defense-Wide Component Breakout**  
(continued)

**B. FY 2014 Expenditures Made from the Fund in FY 2014**

Figure C2 -- FY 2014 DAWDF Expenditures\* by Component

<i>in \$000s</i>	FY 2012/2014 Funds Disbursed in FY 2014	FY 2013/2015 Funds Disbursed in FY 2014	FY 2014/2016 Funds Disbursed in FY 2014	FY 2014/2014 Funds Disbursed in FY 2014	All Disbursements Total FY 2014
Army	\$34,143.3	\$20,181.7	\$0.0	\$12,373.1	\$66,698.1
Navy	\$44,153.8	\$41,650.9	\$0.0	\$4,500.0	\$90,304.7
Air Force	\$18,371.8	\$12,284.9	\$0.0	\$7,416.2	\$38,072.9
DCAA	\$1,943.8	\$9,535.5	\$0.0	\$0.0	\$11,479.2
DCMA	\$8,843.3	\$68,749.2	\$0.0	\$7,500.3	\$85,092.7
DAU	\$40,484.4	\$12,517.2	\$0.0	\$16,004.4	\$69,006.0
AT&L	\$0.0	\$262.0	\$0.0	\$0.0	\$262.0
DARPA	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
DeCA	\$15.0	\$86.1	\$0.0	\$0.0	\$101.1
DFAS	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
DIA	\$222.4	\$600.0	\$0.0	\$0.0	\$822.4
DISA	\$610.7	\$256.7	\$0.0	\$0.0	\$867.4
DLA	\$1,241.3	\$222.5	\$0.0	\$0.0	\$1,463.8
DMEA	\$51.6	\$740.6	\$0.0	\$0.0	\$792.2
DoDEA	\$429.8	\$75.7	\$0.0	\$0.0	\$505.5
DSS	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
DTRA	\$2,666.2	\$0.0	\$0.0	\$0.0	\$2,666.2
HCI	\$642.7	\$2,260.0	\$0.0	\$0.0	\$2,902.7
HCI (AT&L) AWQ	\$0.0	\$130.3	\$0.0	\$0.0	\$130.3
HQ PACAF	\$0.0	\$115.8	\$0.0	\$0.0	\$115.8
MDA	\$1,119.3	\$3,545.4	\$0.0	\$0.0	\$4,664.7
NGA	\$579.6	\$1,639.8	\$0.0	\$0.0	\$2,219.5
NSA	\$2,470.8	\$4,993.1	\$0.0	\$0.0	\$7,463.9
OSD	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
OUSD(AT&L) Small Business Office	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
SOCOM	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
TMA	\$495.1	\$156.4	\$0.0	\$0.0	\$651.5
USUHS	\$5.0	\$144.3	\$0.0	\$0.0	\$149.3
WHS	\$982.5	\$30.5	\$0.0	\$0.0	\$1,013.1
<b>** Total</b>	<b>\$159,472.5</b>	<b>\$180,178.6</b>	<b>\$0.0</b>	<b>\$47,793.9</b>	<b>\$387,445.0</b>

\* Disbursement actions subject to normal reconciliation processes between Treasury and Department/Component accounting records

\*\* Numbers may not add due to rounding