

USD(AT&L) Office of Human Capital Initiatives Charter

A. Purpose:

This charter formalizes the Office of Human Capital Initiatives (HCI), authorized by Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) Memorandum of March 10, 2015 (reference 1), which appointed a new Director, at the Senior Executive Service (SES) level, within the Office of the USD(AT&L) who reports directly to the USD(AT&L). This charter will serve as the foundation for the office and will also establish its mission, functions, roles, responsibilities, and authorities flowing down to the Director, HCI, from the USD(AT&L) (reference 2).

B. Mission:

HCI's mission is to execute Department of Defense (DoD)-wide acquisition workforce governance, strategies, policies, programs, and talent management initiatives to equip a highly-qualified workforce of professionals in acquiring and delivering world-class warfighting capabilities to our Soldiers, Sailors, Airmen, and Marines.

C. Vision:

A high quality, high-performing, agile Defense Acquisition Workforce, empowered to deliver the best possible acquisition outcomes in support of the Warfighter.

D. Values:

1. **Agility** — Remembering we are here to support the Warfighter, and always looking for ways to respond to change in the way we manage our Acquisition Workforce (AWF) needs.
2. **Integrity** — Never compromising our values and always taking the “*high road*” of ethical behavior in all that we do. Ensure we maintain not only the substance but also the perception of integrity while enhancing the public trust.
3. **Responsiveness** — When a customer calls, we promptly “*answer that call*” with solutions in a positive, flexible, and professional manner.
4. **Quality** — We are proud of our call to public service and to the critical missions that we support. We will strive to achieve and maintain a culture of continuous

improvement, reflecting the highest levels of performance, as we understand that *“quality is not an event, but a habit.”*

5. **Professionalism** — While each of us self-improves to develop our career potential, we also do this to ensure the best possible acquisition outcomes out of respect for those Warfighters who *“put it all on the line.”* Every manager leaves a legacy of a more professional workforce.

E. Mission Responsibilities:

HCI is responsible for assisting the USD(AT&L) in carrying out all powers, functions, and duties of the USD(AT&L) and the Secretary of Defense with respect to the defense AWF, and as it relates to the Defense Acquisition Workforce Improvement Act (DAWIA) (Reference 2). In the increasingly fast-paced world of changing threats and evolving technologies, the DoD AWF must not only meet current needs, but anticipate future requirements and warfighting capabilities. The Office of Human Capital Initiatives will implement workforce strategies, policies, and procedures that position the Department to attract and retain the most competent professionals in order to guarantee that the AWF is highly skilled and trained to meet current and future needs, and that DoD acquisition professionals share a culture that is dedicated to excellence and to serving the needs of the Warfighter.

1. **Policy and Oversight** — The Office of HCI will serve as:
 - i. The acquisition functional community focal point for the integration of AWF requirements and for career management, to include the execution of the DoD AWF governance structure, including: a) serving as the Chairperson for the Workforce Management Group (reference 3), and b) the Secretariat for the Senior Steering Board;
 - ii. Lead for DoD-wide AWF strategic planning to promote a properly equipped and responsibly sustained AWF of the future, leveraging workforce analytics and competency assessments (reference 4);
 - iii. AT&L lead for Defense AWF career development policy and procedures;
 - iv. AT&L lead for AWF legislative, Office of Management and Budget, media, and Departmental strategic and external communications;
 - v. Authority over: uniform standards for DAWIA, competencies, credentialing, and professional currency, as well as data automation structures for acquisition data fields in DoD Civilian Personnel Data System;
 - vi. AT&L lead in working with the Office of the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) on workforce personnel matters;

2. **Programs Management** — The Director, HCI, is the AT&L designated Senior Official for the following:

- i. Defense Acquisition Workforce Education, Training, and Career Development Program;
 - ii. Acquisition Workforce Personnel Demonstration Project, in accordance with 10 U.S.C 1762 (reference 9), including planning, preparation, execution, and management of DoD-wide permanency, when and if approved, prioritized and funded by the Department, the Office of Personnel Management, and Congress;
 - iii. Defense Acquisition Workforce Development Fund management in accordance with 10 U.S.C. 1705;
3. **Talent Management and other Initiatives** — The HCI Office will execute a cohesive talent management structure, providing a framework for attracting and acquiring the right people with the appropriate competencies to support the Warfighter. Examples of these initiatives include, but are not limited to:
- i. Acquisition Workforce Awards (Development and Achievement, Spotlight, etc.);
 - ii. Career Development Initiatives (i.e., Rotational Assignments, Mentoring, Shadowing, Defense Civilian Emerging Leader Program, Co-Op, and Acquisition College Intern programs);
 - iii. Strategic Communications and Outreach (e.g., AT&L workforce engagement visits, publications and conferences, HCI website);
 - iv. Workforce Management Process Improvements, to include establishing best practices and benchmarking; and
 - v. Lead for USD(AT&L) Defense Acquisition Workforce initiatives (for instance, the “Better Buying Power 3.0” initiative to “Improve the Professionalism of the Total Acquisition Workforce”).

F. Authorities:

The mission of the Office of HCI is largely derived from its role to assist the USD(AT&L) in carrying out the responsibilities listed in:

- 1. **10 U.S.C. Chapter 87**, DAWIA, which provides special authorities and responsibilities to the Secretary of Defense with respect to the defense acquisition workforce;
- 2. **DoD Directive 5000.52 “Defense Acquisition, Technology, and Logistics Workforce Education Training, and Career Development Program,”** which provides policies and responsibilities for an education, training, and career development program for the DoD AT&L workforce and establishes a single acquisition corps throughout the Department of Defense;
- 3. **DoD Directive 5134.01**, “Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L),” Paragraph 3.13 (reference 8), which states the USD(AT&L) shall establish policies and procedures, in coordination with the

USD(P&R), for the effective management of the AT&L workforce in the Department of Defense.

G. References:

1. USD(AT&L) Memorandum, "Announcement of Director, Human Capital Initiatives," dated March 10, 2015.
2. 10 U.S.C. Ch. 87 (Defense Acquisition Workforce Improvement Act (DAWIA)).
3. USD(AT&L) Workforce Management Group Charter, dated July 29, 2011.
4. 10 U.S.C. § 115b (Workforce Strategic Plan).
5. DoD Directive 5000.52, "Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program," dated January 12, 2005.
6. DoD Instruction 5000.66, "Operation of the Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program," dated December 21, 2005.
7. DoD Instruction 5000.55, "Reporting Management Information on DoD Military and Civilian Acquisition Personnel and Positions," dated November 1, 1991.
8. DoD Directive 5134.01, "Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)), " Paragraph 3.13, dated April 1, 2008.

Approved:



Under Secretary of Defense for
Acquisition, Technology, and Logistics

1 Nov. 2015

DATE