

**Defense Acquisition
Workforce Development Fund
(DAWDF)**

FY 2009 Annual Report to Congress

10 U.S.C. 1705(f)



**Office of the Secretary of Defense
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**Defense Acquisition Workforce Development Fund (DAWDF)
FY 2009 Annual Report to Congress**

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Foreword

The Defense Acquisition Workforce Development Fund (DAWDF) FY 2009 Annual Report to Congress is a companion to the Department of Defense (DoD) Strategic Human Capital Update. The Defense Acquisition Workforce Plan (the Plan), which was provided to Congress in April 2010, is Appendix 1 of the FY 2009 DoD Strategic Human Capital Plan Update. This report was held in abeyance pending submission of the Plan and includes FY 2008 reporting requirements.

10 U.S.C. 1705, "Department of Defense Acquisition Workforce Development Fund," directed the establishment of the DAWDF. The DAWDF supports the expanded emphasis on the recruitment, training, and retention of acquisition personnel of the Department of Defense. It directed the Military Departments and Defense Agencies to remit funding to the Secretary of Defense for crediting to the Fund and required credits in amounts equal to the applicable percentage for a fiscal year of all amounts expended by the DoD for contract services, other than services relating to Research, Development, Test and Evaluation, and those relating to Military Construction.

10 U.S.C. 1705(f) requires the Secretary of Defense to submit an annual report on the operation of the Fund, and that each report will include, for the fiscal year covered by such report, the following:

1. Amounts remitted to the Secretary for crediting to the Fund by each Component to include a statement of the amounts credited to the Fund for such fiscal year. See p. 5 and Appendix 1, p. 16;
2. A description of the expenditures made from the Fund including the purpose of the expenditures. See p. 6 and Appendix 2, p. 17, and Appendix 3, p. 18;
3. A description and assessment of improvements in the Department's acquisition workforce resulting from such expenditures. See pp. 7-11 and Appendices 4, 5, 6, 7, pp. 19-22;
4. Recommendations for additional authorities to fulfill the purpose of the Fund. See p. 13; and
5. The balance remaining in the Fund at the end of FY 2009. See p. 14.

This report also satisfies the funding reporting requirements of 10 U.S.C. Section 115b((d)(2)(D)), "Defense Acquisition Workforce," which requires a plan for funding needed improvements in the acquisition workforce of the Department through the period of the future-years defense program, including: 1) the funding programmed for defense acquisition workforce improvements, including a specific identification of funding provided in the DAWDF, along with a description of how such funding is implemented and fully used; and 2) a description of any continuing shortfalls in funding available for the acquisition workforce.

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Executive Summary

The DAWDF is a critical enabler for the Defense Acquisition Workforce improvement strategy. President Obama's March 4, 2009, memo, "Government Contracting," included a mandate for the Federal Government to have sufficient capacity to manage and oversee its contracting process. Secretary of Defense Robert M. Gates announced his plan in April 2009 to increase the size of the organic Defense Acquisition Workforce by 20,000 employees. Approximately 10,000 of 20,000 anticipated new hires are, or will be, funded for up to three years by the DAWDF. In addition, DAWDF funds quality initiatives such as training, education, and incentives for the workforce.

DoD depends on a diverse and knowledge-based workforce comprised of acquisition, technology, and logistics professionals. Congress has been actively involved in shaping and supporting the Department's workforce initiatives. The Department is benefiting from the enablers provided by Congress to include funding and expedited hiring authority. The DAWDF funds initiatives in the following areas:

Recruiting and Hiring: Sixty-three percent of the civilian Defense Acquisition Workforce is in the Baby Boomer and Traditional generations. In addition, RAND® research suggests that approximately 16 percent of acquisition workforce civilians are eligible for full retirement today and 18 percent will become eligible in the next five years. Over the next ten years approximately 50 percent will be eligible to retire. Accordingly, the Department has leveraged existing acquisition intern programs and offered means to develop new, robust acquisition intern, journeymen, and Highly Qualified Expert (HQE) programs. In addition, DoD has expanded the current Student Career Experience Program (SCEP) participant pool, using the program as a pipeline from which to populate acquisition intern programs and a vehicle through which to increase diversity within the Defense acquisition workforce. It also includes incentives such as recruiting bonuses and student loan repayments.

Training and Development: DoD components have consistently signaled an annual demand for acquisition training that exceeds the Defense Acquisition University's (DAU's) current capacity—approximately 10,000 classroom and 25,000 planned online training seats per year have been added to DAU's annual training capacity as part of the addendum schedule (expanded capacity because of the DAWDF). The Department funded DAU training enhancement and capacity expansion programs to better serve the needs of the Defense acquisition community. The Military Departments and Defense agencies also funded targeted acquisition and leadership training to better prepare their workforces for the future; enhanced information technology capabilities, enabling the Department to quickly analyze, report and react to rapidly changing acquisition career management environments and requirements; and expanded functional skill set development opportunities.

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Retention and Recognition: The Department deliberately funded retention and recognition incentives for critical skills. Retention is promoted by offering professional development opportunities to its workforce. Funding for career broadening and academic programs supported expansion of rotational employee programs and provided personnel opportunities to pursue advanced degrees and participate in executive level training.

Workforce growth and other quality initiatives enabled by the DAWDF are on track. This report documents the use of FY 2008 and FY 2009 DAWDF funds to improve the defense acquisition workforce.

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Implementation—Three Phases

Due to various factors, explained below, the DAWDF was implemented in three phases:

Phase I Efforts in FY 2008 focused on:

- Overall DAWDF acquisition strategy;
- Infrastructure for oversight was established:
 - Financial/accounting structure
 - Management structure
 - Business rules and business processes
- Methodology for collection of the credits to the Fund; and
- Collection of funds.

Limited funding was distributed in late FY 2008 to select organizations.

By the end of FY 2008, the DAWDF financial management structure was in place and operationalized. \$169.2M was collected, \$19.5M distributed, and \$17.2M obligated.

The establishment of the DAWDF financial structure entailed the creation of new Treasury accounts, General Ledger (GL) accounts, and a program account structure—11 line items tied to the three areas of emphasis (Recruitment, Training, and Retention).

Phase II Efforts in early FY 2009 centered on program startup:

- Most Components received funding in first quarter FY 2009.
- Planned strategy focused on hiring approximately 1,500 new employees (i.e., hiring interns to replace employees expected to retire or separate, i.e., advance hires), recruiting, retention, and expanded acquisition training capacity.

A determination was made to credit approximately \$700M to the DAWDF in FY 2009. Some funds were planned for use in FY 2009, and in accordance with NDAA FY2008, funds were also available to execute in FY 2010 and FY 2011.

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Phase III Funding the Defense Acquisition Workforce Improvement Strategy

- In April 2009, the strategy shifted to support Secretary of Defense Gates' intent to increase the size of the organic Defense Acquisition Workforce by 20,000 people.
- The DAWDF will provide funding for approximately 11,500 new hires—1,500 advance hires and 10,000 hires representing new end-strength growth. Each new hire will be funded by the DAWDF for up to three years. This provides sufficient lead time for the Department to program and budget long term sustainment funding for new end-strength.
- The DAWDF strategy depends on the continued availability of funds to support the program.

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Amounts Credited to the Fund

10 U. S. C. 1705(f)(1) requires the Department to report on the operation of the Fund, including amounts remitted to the Secretary for crediting to the Fund by each Component to include a statement of the amounts credited to the Fund for such fiscal year. See Appendix 1, p. 16.

The Under Secretary of Defense for Acquisition, Technology and Logistics (USD/AT&L) made the following determinations on the amounts to be credited to the Fund:

FY 2008	\$254,925,470
FY 2009	\$700,634,000

FY 2008 and FY 2009 actual amounts credited to the Fund as of 30 September 2009: FY 2008: \$254,925,470; FY 2009: \$440,258,000; Total: \$695,183,470.

Remaining FY 2009 funds were credited in FY 2010.

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Amounts Expended from the Fund

10 U.S.C. 1705(f)(2) requires a description of the expenditures made from the Fund (including expenditures following a transfer of amounts in the Fund to a Military Department or Defense Agency) in such fiscal year, including the purpose of such expenditures.

The Deputy Undersecretary of Defense (Acquisition and Technology) established and chaired the Fund Steering Board. The Board reviewed and approved the FY 2009 execution plans and initiatives submitted by the Components. In general, funds were distributed to the Components in the fiscal year funds were needed. Funds needed in a future year were held in the Fund. Funds distributed, obligated, and expended through FY 2009 were as follows:

Fiscal Year	Distributed	Cumulative Obligations*	Expended
2008	\$253,740,000	\$156,194,498	\$72,491,106
2009	\$95,988,000	\$53,133,184	\$12,767,272
TOTAL	\$349,728,000	\$209,327,682	\$85,258,378

Appendix 2, p. 16 provides detailed information about transfer of funds to the Military Departments and Defense Agencies.

*FY 2008 Actual Obligations: \$17.2M

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Improvements to the Workforce

10 U.S.C. 1705(f)(3) requires a description and assessment of improvements in the Department of Defense acquisition workforce resulting from such expenditures.

FY 2008 and FY 2009 improvements to the workforce include, but are not limited to, increasing the size of the acquisition workforce, improved training capacity, and workforce development. As a result of human capital strategic planning, workforce growth is focused on the business and technical skills needed to improve acquisition oversight and acquisition outcomes: auditing; contracting; systems planning, research development, and engineering; production, quality and manufacturing; program management; test and evaluation; cost estimating; and financial management. Targeted training and education are used to improve competencies and serve as critical recruiting and retention incentives. DoD also expanded the number of Defense Acquisition Workforce Improvement Act (DAWIA) training classes which resulted in the actual increase of 5,708 classroom and 15,693 online graduates. Back-to-basics training such as Federal Acquisition Regulation Fundamentals, Fundamentals of Acquisition Management, and Intermediate Project Management provide foundational skills needed in today's environment. Expanded leadership training at all levels supports development of competencies and characteristics needed to build an acquisition culture that drives for results, serves the customers, and builds successful teams and coalitions.

Recruiting and Hiring: The Department funded \$194.9M (cumulative FY 2008 and FY 2009 funds) (see Appendix 2, p. 17) and obligated \$100.7M of those funds for recruiting and hiring initiatives in FY 2009 (see Appendix 3, p. 18). The Fund provides resources to leverage and expand existing hiring programs to meet workforce growth requirements. The majority of the obligations were targeted for recruiting and hiring of journeymen, interns, and Highly Qualified Experts (HQEs). Acquisition workforce hiring utilizing DAWDF funds began in FY 2009, with a Future Years Development Plan (FYDP) goal to reach approximately 11,500 new hires: 1,500 to replace employees expected to depart over the next 3-5 years and an additional 10,000 which represent new end-strength or growth.

The following are FY 2009 obligations by Components for the recruiting and hiring initiatives:

**FY 2008 and FY 2009 Funds
Obligated in FY 2009***

Army	\$ 46,739,000
Navy	\$ 13,574,000
Air Force	\$ 7,284,000
Defense-Wide Agencies	\$ 15,176,000
DCMA	\$ 9,685,000
DCAA	\$ 8,222,000
TOTAL:	\$ 100,680,000

*There were no FY 2008 obligations for Recruiting and Hiring

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The Department hired (offers made and accepted) approximately 2,429 employees. Of those 2,429, 2,120 employees were brought on board, or “reported for duty,” using DAWDF funds in FY 2009—827 Contracting; 409 Systems Planning, Research Development, and Engineering; 377 Auditing; 136 Production, Quality and Manufacturing; 371 Other. See Appendices 4, 5, 6, 7, pp. 19-22.

Training and Development: The Department funded \$136.0M (cumulative FY 2008 and FY 2009 funds) (see Appendix 2, p. 17) and obligated \$97.0M (71 percent obligated) for training and development initiatives in FY 2009 (see Appendix 3, p. 18). The Department's top training priority and most pressing area of need is to improve certification levels and provide acquisition certification training at the right time in an employee's acquisition career. The Department will reinvigorate certification standards to ensure the workforce is fully qualified to be successful in an increasingly complex acquisition environment.

The following are FY 2009 obligations by Components for the training and development initiatives:

FY 2008 and FY 2009 Funds Obligated in FY 2009*	
Army	\$ 5,184,000
Navy	\$ 7,302,000
Air Force	\$ 4,672,000
Defense-Wide Agencies	\$ 4,134,000
DAU	\$ 58,498,000
TOTAL	\$ 79,790,000

***There were \$17.2M FY 2008 obligations for Training and Development not included in the above table**

Recognition and Retention: The Department funded \$18.8M (cumulative FY 2008 and FY 2009 funds) (see Appendix 2, p. 17) and obligated \$11.7M of those funds (62 percent obligated) for recognition, relocation, and retention initiatives in FY 2009 (see Appendix 3, p. 18). The Department is implementing employee retention and talent management strategies to retain acquisition employees with expert knowledge in critical and shortage skill areas. These employees include individuals filling Key Leadership Positions (KLPs) such as program managers (specifically those in ACAT I and ACAT II programs), engineers, senior contracting officers, life cycle logisticians, cost estimators, and other personnel possessing special expertise that is hard to find or retain.

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The following are FY 2009 obligations by Components for the recognition and retention initiatives:

	FY 2008 and FY 2009 Funds Obligated in FY 2009*
Army	\$ 6,766,000
Navy	\$ 3,283,000
Air Force	\$ 1,643,000
TOTAL:	\$ 11,692,000

*There were no FY 2008 obligations for Recognition and Retention

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Programs that were implemented to improve the workforce for Army, Navy, Air Force, and the Defense-Wide agencies included:

- Student hires through the Student Career Experience Program (SCEP) to increase entry-level recruitment, on-the-job training, and experience in the acquisition workforce.
- Recruiting, relocation, and retention incentives to support targeted recruitment and retention.
- Tuition assistance funding for civilian workforce.
- Career broadening assignments.
- Student Loan Repayment Program.
- Outreach programs to support recruiting activities such as job fair registration, advertising and production of recruiting materials.
- Expanded leadership training at all levels for new entrants and current employees.
- Army Contracting Boot Camps and Naval Acquisition Boot Camps.
- Air Force Fundamentals of Acquisition Management course.
- Air Force Mission Ready Contracting Officer Course.
- Air Force Intermediate Project Management Course.
- Contracting Laboratory (Procurement Desktop Defense (PD2) Software): Through scenarios, provides learning and training opportunities for the acquisition workforce to ensure solid leadership skills, and career broadening experiences that will prepare our workforce to develop, design, acquire, field, and maintain all soldiers systems that will impact the decisive success of our Soldiers, in tactical, strategic, and operational assignments, prior to deployments.
- Air Force Workforce Development and Succession Planning—Pilot Program.
- Advanced Issues in Source Selection: Course increases business and leadership skills through team experiences, focuses on performance-based contracts, acquisition and evaluation of proposals.
- Harvard Senior Executive Fellowship: This senior-level course promotes business and leadership skills at a strategic level.

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- Darden Commercial Business Environment: Specialized training geared towards commercial business, change management and acquisition excellence
- Executive Leader Development: DAU-led Senior Executive Service/General Officer level training geared towards emerging initiatives and concerns of the Service
- Council on Excellence in Government: Geared towards current leadership ideologies and strategies for organizational success.
- Active Duty for Special Work: Designed to activate National Guard and the Army Reserve teams and provide the soldiers an opportunity to gain the needed experience prior to contingency contracting assignment deployment, thus reducing risk to the contracting process.
- Operational Experience: Designed to familiarize Acquisition workforce civilian interns with the life of the Soldier.
- Carnegie Mellon University Master's of Information Technology Program.
- Tuskegee Naval Engineering Masters Program.
- Naval Post Graduate School. Resident, as well as, Distance-Learning throughput expansion.
- Air Force Analyst Initial Skills Training Course.
- Air Force Acquisition Leadership Challenge Program Course.
- Air Force Research Laboratory (AFRL) Science & Technology (S&T) Program Management Course
- Career Pathing Tool.
- Air Force Competency Development Initiative.

Defense Acquisition University activities were as follows:

- Expanded classroom capacity was increased by 28 percent.
- Expanded classroom capacity resulted in 5,708 graduates.
- Online (Web) expansion resulted in 15,693 graduates.
- Mission Assistance onsite consulting up 21 percent (145 to 176 efforts).

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- Continuous Learning Module completions up 48 percent (FY 2008 333,332 to FY 2009 494,568).
- 261 new class offerings, including:
 - New contracting training:
 - Federal Acquisition Regulation (FAR) Fundamentals (CON 090) is a four week foundational course for new hires that provides a total immersion into the FAR (Parts 1-53) and the Defense Federal Acquisition Regulation Supplement (DFARS). The course will prepare the 21st century acquisition workforce to operate successfully in a web-enabled environment.
 - Service Acquisition Mall (web based) is a new initiative to provide training and knowledge sharing for the acquisition community involved in service acquisition.
 - Service Acquisition Workshops are designed to provide four days of training to a cross functional acquisition team that is preparing to develop and execute a contracted service requirement. The workshop provides an overview of the seven step sourcing process with detailed discussion on how to develop performance based requirements, documents, and business strategies using the Requirements Roadmap Worksheet.
 - Expanded contingency training.
 - Expanded requirements training.
 - New technical training.
 - New program management training.

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Additional Authorities

10 U.S.C. 1705(f)(4) requests recommendations for additional authorities to fulfill the purpose of the Fund.

If additional authorities are required, they will be addressed during the FY 2012 legislative cycle. Noted is the outstanding support Congress has provided through additional authorities previously requested. An excellent example is the 10 U.S.C. 1705 Expedited Hiring Authority which is a key enabler of the current acquisition workforce growth initiative.

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Remaining Balance

10 U.S.C. 1705(f)(5) requires a statement of the balance remaining in the Fund at the end of such fiscal year.

The Fund balance at the end of FY 2009 was \$345,454,470.

DAWDF BALANCE as of 9/30/09 (\$M)	
Credited to Fund	\$ 695.2
Distributed to Components	\$ 349.7
Balance	\$ 345.5

Funding is distributed to Components based on need and the ability to execute.

UNOBLIGATED BALANCE as of 9/30/09 (\$M)	
Distributed to Components	\$ 349.7
Obligated	\$ 209.3
Unobligated	\$ 140.4

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Funding for Workforce Improvement

In addition to the 10 U.S.C. 1705 reporting requirements for the DAWDF, 10 U.S.C. 115b(d), "Defense Acquisition Workforce," includes additional funding-related reporting requirements:

*“(D) a plan for funding needed improvements in the acquisition workforce of the Department through the period of the future-years defense program, including—
(i) the funding programmed for defense acquisition workforce improvements, including a specific identification of funding provided in the Department of Defense Acquisition Workforce Fund established under section 1705 of this title, along with a description of how such funding is being implemented and whether it is being fully used; and (ii) a description of any continuing short falls in funding available for the acquisition workforce.”*

The DoD Strategic Human Capital Update—The Defense Acquisition Workforce (April 2010)—addresses implementation of the DoD strategy and supporting initiatives. The President’s FY 2010 and FY 2011 budgets provide resources for planned acquisition workforce improvement initiatives. Funding for defense-wide acquisition workforce improvement initiatives are provided through four sources: 1) Component credits to the DAWDF; 2) annual appropriations for the DAWDF; 3) Component funding for in-sourcing-related workforce growth; and 4) Component funding to sustain all workforce growth. The Plan and this funding report meet the 10 U.S.C. 115b(d) reporting requirements. All available funding is planned for full use and there are currently no known shortfalls. While subject to annual Administration decisions, the following identifies projected funding needs by for the enterprise-wide DAWDF through FY 2010.

Fiscal Year (\$M)	2009	2010
DAWDF Funds Available for Obligation	938.30	828.87
Unobligated Balance Carried Forward, Start of Year	237.70	728.97
Appropriated Funds	-	99.90
Planned Receipts (credits to the Fund)	700.60	-
Actual/Planned Obligations	209.33	561.67
Unobligated Balance Carried Forward, End of Year	728.97	267.20

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**Appendix 1—Amounts Credited to the Fund
10 U.S.C. 1705(f)(1)**

Amounts Credited to the Fund and Distributed to Components in FY 2008 and FY 2009 (as of September 30, 2009)						
Dept/Agency	Credits (\$M)			Distributed (\$M)		
	FY 2008	FY 2009	Total	FY 2008	FY 2009	Total
Army	98.4	265.5	363.9	69.6	8.2	77.8
Navy	60.5	58.2	118.7	48.1	0.0	48.1
Air Force	60.6	46.8	107.3	48.2	0.0	48.2
DAU	0.0	0.0	0.0	38.2	64.1	102.3
DCMA	0.1	0.3	0.4	25.9	0.0	25.9
DCAA	0.0	0.0	0.0	7.2	10.0	17.2
CIFA	0.0	0.0	0.0	0.0	0.0	0.0
DARPA	0.1	0.4	0.5	0.0	0.0	0.0
DeCA	0.7	0.7	1.5	0.6	0.0	0.6
DFAS	0.7	1.9	2.6	0.0	0.3	0.3
DIA	1.3	1.0	2.3	0.6	1.1	1.6
DISA	7.8	13.5	21.3	1.6	3.4	5.0
DLA	4.9	8.4	13.3	3.7	0.0	3.7
DMA (AFIS)	0.0	0.4	0.5	0.0	0.0	0.0
DMEA	0.8	0.3	1.2	3.5	0.0	3.5
DoDEA	0.2	0.3	0.5	0.0	0.0	0.0
DSCA	0.0	0.5	0.5	0.0	0.0	0.0
DSS	0.0	0.0	0.0	0.0	0.7	0.7
DTRA	1.1	1.9	3.0	0.0	3.7	3.7
MDA	0.9	1.0	1.9	0.0	1.5	1.5
NGA	1.3	3.2	4.4	1.5	1.1	2.6
NSA	1.2	8.4	9.6	0.1	0.0	0.1
OSD AT&L	0.0	0.0	0.0	1.4	0.0	1.4
SOCOM	2.2	8.2	10.4	1.9	0.0	1.9
TRANSCOM	0.2	9.6	9.8	0.0	0.0	0.0
TRICARE	11.1	7.7	18.7	0.0	0.0	0.0
USUHS	0.0	0.0	0.0	0.0	0.7	0.7
WHS	0.8	2.1	2.8	1.7	1.3	3.0
Total*	254.9	440.3	695.2	253.7	96.0	349.7

*Numbers may not add due to rounding.

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**Appendix 2—Amounts Expended from the Fund
10 U.S.C. 1705(f)(2)**

FY 2008 and FY 2009 Funds Distributed to Components (\$M) (as of September 30, 2009)								
Summary	Army	Navy	Air Force	All Others	DCMA	DCAA	DAU	Total
Training and Development	9.9	10.8	6.5	5.9	0.6	-	102.3	136.0
Recognition and Retention	9.2	6.7	1.8	1.1	-	-	-	18.8
Recruiting and Hiring	58.7	30.6	39.9	23.2	25.3	17.2	-	194.9
Total*	77.8	48.1	48.2	30.1	25.9	17.2	102.3	349.7
Training and Development	12.8%	22.5%	13.4%	19.5%	2.3%	0.0%	100.0%	38.9%
Recognition and Retention	11.9%	14.0%	3.7%	3.5%	0.0%	0.0%	0.0%	5.4%
Recruiting and Hiring	75.3%	63.5%	82.8%	77.1%	97.7%	100.0%	0.0%	55.7%

*Numbers may not add due to rounding.

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Appendix 3—Amounts Obligated from the Fund

FY 2008 and FY 2009 Funds Obligated* (\$M) (as of September 30, 2009)								
Line Items	Army	Navy	Air Force	All Others	DCMA	DCAA	DAU	Total
Training and Development	7.7	7.3	4.7	4.1	-	-	73.1	97.0
Recognition and Retention	6.8	3.3	1.6	-	-	-	-	11.7
Recruiting and Hiring	46.7	13.6	7.3	15.2	9.7	8.2	-	100.7
Total**	61.2	24.2	13.6	19.3	9.7	8.2	73.1	209.3
Training and Development	12.6%	30.2%	34.4%	21.4%	0.0%	0.0%	100.0%	46.3%
Recognition and Retention	11.1%	13.6%	12.1%	0.0%	0.0%	0.0%	0.0%	5.6%
Recruiting and Hiring	76.4%	56.2%	53.6%	78.6%	100.0%	100.0%	0.0%	48.1%

*Obligated—A binding agreement (e.g., a signed contract; an approved travel order) that will result in outlays (disbursements or expenditures), immediately or in the future.

**Numbers may not add due to rounding.

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**Appendix 4—Improvements to the Workforce
10 U.S.C. 1705(f)(3)**

DAWDF Funded Employees Brought On Board* in FY 2009**							
	Army	Navy	Air Force	All Others	DCMA	DCAA	Total
Auditing	-	-	-	-	-	377	377
Cost Estimating	29	2	30	-	4	-	65
Financial Management	9	40	8	8	-	-	65
Contracting	388	99	104	83	153	-	827
Facilities Engineering	6	10	-	-	-	-	16
IT Management	15	3	-	2	3	-	23
Industrial Property Management	-	-	-	-	10	-	10
Logistics	66	30	20	-	5	-	121
Production, Quality & Manufacturing	5	-	-	-	131	-	136
Program Management	1	17	34	10	1	-	63
Engineering	24	114	186	32	53	-	409
Test and Evaluation	-	-	-	-	-	-	-
Other	-	-	-	-	8	-	8
Total	543	315	382	135	368	377	2,120

DAWDF Funded Employees Hired in FY 2009							
	Army	Navy	Air Force	All Others	DCMA	DCAA	Total
Auditing	-	-	-	-	-	383	383
Cost Estimating	29	3	43	-	4	-	79
Financial Management	9	41	19	8	-	-	77
Contracting	389	118	148	94	153	-	902
Facilities Engineering	6	16	-	-	-	-	22
IT Management	15	4	-	3	3	-	25
Industrial Property Management	-	-	-	-	10	-	10
Logistics	66	41	39	-	5	-	151
Production, Quality & Manufacturing	5	-	-	-	131	-	136
Program Management	1	17	78	11	1	-	108
Engineering	24	126	269	32	53	-	504
Test and Evaluation	-	-	-	-	-	-	-
Other	1	-	-	-	31	-	32
Total	545	366	596	148	391	383	2,429

*On Board—Count of those currently working as an 852 hire in the acquisition workforce; the individual is receiving a paycheck from the Component or Defense-wide agency.

**There were no Section 852 hires in FY 2008.

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**Appendix 5—Improvements to the Workforce
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Interns	On Board						
	Army	Navy	Air Force	All Others	DCMA	DCAA	Total
Auditing	-	-	-	-	-	377	377
Cost Estimating	29	-	18	-	1	-	48
Financial Management	9	18	3	5	-	-	35
Contracting	384	72	59	67	149	-	731
Facilities Engineering	6	8	-	-	-	-	14
IT Management	14	-	-	2	2	-	18
Industrial Property Management	-	-	-	-	10	-	10
Life Cycle Logistics	65	21	14	-	5	-	105
Production, Quality & Manufacturing	4	-	-	-	89	-	93
Program Management	-	-	17	5	1	-	23
SPRDE (Engineering)	15	26	121	26	42	-	230
Test and Evaluation	-	-	-	-	-	-	-
Other	-	-	-	-	1	-	1
Total	526	145	232	105	300	377	1,685

Interns	Hired (On Board + Accepted Offers)						
	Army	Navy	Air Force	All Others	DCMA	DCAA	Total
Auditing	-	-	-	-	-	383	383
Cost Estimating	29	-	23	-	1	-	53
Financial Management	9	18	5	5	-	-	37
Contracting	385	83	74	69	149	-	760
Facilities Engineering	6	14	-	-	-	-	20
IT Management	14	-	-	2	2	-	18
Industrial Property Management	-	-	-	-	10	-	10
Life Cycle Logistics	65	31	14	-	5	-	115
Production, Quality & Manufacturing	4	-	-	-	89	-	93
Program Management	-	-	26	6	1	-	33
SPRDE (Engineering)	15	33	143	26	42	-	259
Test and Evaluation	-	-	-	-	-	-	-
Other	-	-	-	-	1	-	1
Total	527	179	285	108	300	383	1,782

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**Appendix 6—Improvements to the Workforce
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Journeyman	On Board						
	Army	Navy	Air Force	All Others	DCMA	DCAA	Total
Auditing	-	-	-	-	-	-	-
Cost Estimating	-	-	12	-	3	-	15
Financial Management	-	20	5	3	-	-	28
Contracting	4	26	45	16	4	-	95
Facilities Engineering	-	1	-	-	-	-	1
IT Management	1	2	-	-	1	-	4
Industrial Property Management	-	-	-	-	-	-	-
Logistics	1	9	6	-	-	-	16
Production, Quality & Manufacturing	1	-	-	-	42	-	43
Program Management	-	2	17	5	-	-	24
SPRDE (Engineering)	9	78	65	6	11	-	169
Test and Evaluation	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total	16	138	150	30	61	-	395

Journeyman	Hired (On Board + Accepted Offers)						
	Army	Navy	Air Force	All Others	DCMA	DCAA	Total
Auditing	-	-	-	-	-	-	-
Cost Estimating	-	1	20	-	3	-	24
Financial Management	-	21	14	3	-	-	38
Contracting	4	34	74	25	4	-	141
Facilities Engineering	-	1	-	-	-	-	1
IT Management	1	3	-	1	1	-	6
Industrial Property Management	-	-	-	-	-	-	-
Logistics	1	10	25	-	-	-	36
Production, Quality & Manufacturing	1	-	-	-	42	-	43
Program Management	-	2	52	5	-	-	59
SPRDE (Engineering)	9	82	126	6	11	-	234
Test and Evaluation	-	-	-	-	-	-	-
Other	1	-	-	-	22	-	23
Total	17	154	311	40	83	-	605

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**Appendix 7—Improvements to the Workforce
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HQEs	On Board						
	Army	Navy	Air Force	All Others	DCMA	DCAA	Total
Auditing	-	-	-	-	-	-	-
Cost Estimating	-	2	-	-	-	-	2
Financial Management	-	2	-	-	-	-	2
Contracting	-	1	-	-	-	-	1
Facilities Engineering	-	1	-	-	-	-	1
IT Management	-	1	-	-	-	-	1
Industrial Property Management	-	-	-	-	-	-	-
Logistics	-	-	-	-	-	-	-
Production, Quality & Manufacturing	-	-	-	-	-	-	-
Program Management	1	15	-	-	-	-	16
SPRDE (Engineering)	-	10	-	-	-	-	10
Test and Evaluation	-	-	-	-	-	-	-
Other	-	-	-	-	7	-	7
Total	1	32	-	-	7	-	40

HQEs	Hired (On Board + Accepted Offers)						
	Army	Navy	Air Force	All Others	DCMA	DCAA	Total
Auditing	-	-	-	-	-	-	-
Cost Estimating	-	2	-	-	-	-	2
Financial Management	-	2	-	-	-	-	2
Contracting	-	1	-	-	-	-	1
Facilities Engineering	-	1	-	-	-	-	1
IT Management	-	1	-	-	-	-	1
Industrial Property Management	-	-	-	-	-	-	-
Logistics	-	-	-	-	-	-	-
Production, Quality & Manufacturing	-	-	-	-	-	-	-
Program Management	1	15	-	-	-	-	16
SPRDE (Engineering)	-	11	-	-	-	-	11
Test and Evaluation	-	-	-	-	-	-	-
Other	-	-	-	-	8	-	8
Total	1	33	-	-	8	-	42