

Department of Defense Acquisition Workforce Development Fund

FY 2015 Annual Report to Congress

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

April 2016

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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 (AWF) has the capacity, in both personnel and skills, needed to (1) properly perform its mission; (2) provide appropriate oversight of contractor performance; and (3) ensure that the Department receives the best value for the expenditure of public resources. Section 1705 requires the Secretary of Defense to submit an annual report on the operation of the DAWDF. This report and its appendices satisfy the reporting requirements of 10 USC 1705.

DoD completed its seventh year of DAWDF operations in Fiscal Year (FY) 2015. The Under Secretary for Acquisition, Technology, and Logistics (USD(AT&L)), the Honorable Frank Kendall, provided leaders workforce guidance in FY 2015 to:

“...sustain and build on our investment over the past several years to increase the capacity and capability of the acquisition workforce. This investment is paying off, and we should continue to develop, train, and grow this talent...continue to take advantage of the opportunity for centrally funded talent management initiatives, to include recruitment, hiring, training, development, recognition, and retention initiatives funded with the Defense Acquisition Workforce Development Fund.”

In FY 2015, the Components continued to responsibly sustain recent improvements and continue quality-focused workforce initiatives. Aligned with Better Buying Power objectives to maintain technological superiority and increase the professionalism of the acquisition workforce, acquisition leaders’ use of the DAWDF resulted in sustaining improvements to size, including the rebuilding of early and mid-career workforce size and bolstering critical acquisition functions through targeted hiring. Acquisition leaders also leveraged the DAWDF to continue training, development, and incentive initiatives. The cumulative efforts of the Components from FY 2008 through FY 2015 have increased the acquisition workforce size, rebuilding capacity, by 24.1 percent from 125,879 to 156,313. In FY 2015, Components hired 799 civilian employees with the DAWDF (see Figure 9), which contributed to bolstering critical acquisition functions, such as engineering (20 percent of hires) and contracting (37 percent of hires).

DoD has also used DAWDF to expand training and deploy acquisition tools and specialized workshops to support employees on the job, resulting in a more proficient and capable acquisition workforce. DAWDF enabled the Defense Acquisition University (DAU) to increase training capacity in required certification courses and eliminated bottlenecks in the training path, which enabled more timely completion of certifications, resulting in 173,766 classroom and online graduations in FY 2015. DAU course offerings (above the FY 2008 pre-DAWDF baseline) provide training advancements that are evidenced by improved certification levels, increasing from 86 percent in FY 2008 to 96 percent in FY 2015. The number of individuals with a Bachelor’s degree or higher in the acquisition workforce increased from 77 percent in FY 2008 to 84 percent in FY 2015. Additionally, the number of individuals with a Graduate degree increased from 29 percent in FY 2008 to 38 percent in FY 2015. DAWDF-

funded efforts contributed to these improvements and support the Better Buying Power objective to increase the professionalism of the total acquisition workforce.

Financial figures used in this report are based on the latest available adjustments from Defense Finance and Accounting Services (DFAS) to the baseline September 2015 DFAS financial report (Appropriation status by FY Program and Subaccounts), AR(M) 1002 (1002 report), and other documentation.

1. Amounts Remitted/Transferred/Credited

Section 1705 required DoD to credit \$700.0 million, or a minimum of 80 percent (\$560.0 million), to the DAWDF in FY 2015. The USD (AT&L) determined that for FY 2015 the minimum amount of \$560.0 million was sufficient for the purposes of the Fund. The Fund credits are comprised of direct DAWDF appropriation, remittances by the Military Departments and Defense Agencies, and transfers. Beginning in FY 2015, DoD was authorized to transfer expired Operations and Maintenance (O&M) funds from prior fiscal years as authorized in the FY 2014 Appropriations Act. Amounts credited to the DAWDF are available for obligation in the fiscal year for which credited, transferred, or deposited and the two succeeding fiscal years. As indicated in Figure 1, DoD credited \$786.4 million to the Fund for FY 2015 through a combination of 10 U.S.C. 1705(d)(2) remittances (\$309.5 million) and the 10 U.S.C. 1705(d)(3) transfer (\$476.9 million). DAWDF-appropriated O&M funds are also credited to the Fund. As indicated in Figure 2, \$83 million was also credited to the DAWDF from the FY 2015 direct appropriation. Figure 2 shows that since the inception of the program, \$3.9 billion has been credited to DAWDF through Component remittances, transfers, and direct appropriations.

**Figure 1 – Collections Remitted and Funding Transferred in FY 2015
(FY 2014/2016 + FY 2015/2017 Funds Credited in FY 2015)**

<i>In \$000s</i>	Army	Navy	Air Force	OSD	Defense-Wide Agencies	Total Credited
FY 2014/2016 Funds Remitted in FY 2015	\$158,010.0	\$98,922.0	\$3,952.0	\$0.0	\$48,586.0	\$309,470.0
FY 2015/2017 Funds Transferred in FY 2015	\$476,966.0	\$0.0	\$0.0	\$0.0	\$0.0	\$476,966.0
Total Funds Credited in FY 2015	\$634,976.0	\$98,922.0	\$3,952.0	\$0.0	\$48,586.0	\$786,436.0*

*Total Remittances/Transfers by Component provided at Appendix A, Figure A1

Figure 2 – Annual Credits to the Fund by Year

in \$000s	in FY 2008	in FY 2009	in FY 2010	in FY 2011	in FY 2012	in FY 2013		in FY 2014	in 2015		Total Available
	Received	Received	Received	Received	Received	Received	Sequestered	Received	Received	Reprogrammed	
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
FY 2010 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
FY 2011 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
FY 2012 Funds (appropriation)					\$105,501.0						\$105,501.0
FY 2013/2015 Funds (collected)						\$272,904.0		\$81,472.7			\$354,376.7
FY 2013 Funds (appropriation)						\$48,642.6					\$48,642.6
FY 2014/2016 Funds (collected)								*\$29,328.0 **\$238,489.0	\$309,470.0		\$577,070.0
FY 2014 Funds (appropriation)								\$51,031.0			\$51,031.0
FY 2015/2017 Funds (collected)									\$476,966.0		\$476,966.0
FY 2015 Funds (appropriation)									\$83,034.0	***-\$3,800.0	\$79,234.0
Total Funds	\$169,190.0	\$525,993.5	\$361,741.0	\$434,895.5	\$807,083.5	\$408,336.6	-\$4,359.0	\$404,598.7	\$869,470.0	-\$3,800.0	\$3,973,149.8

*\$29,328.0M was made available for obligation on September 23, 2014

**\$238,489.0M was not available for obligation until FY 2015

***\$3,800.0M Reprogramming to Army Reserves for training initiative

2. FY 2015 Obligations Made from the Fund in FY 2015

The total of funds obligated in FY 2015 from all funding sources was \$358.1 million (see Figures 3 and 4). As indicated in Figure 10, DoD Components executed 99.4 percent of the FY 2013-2015 funding, 31.0 percent of the FY 2014-2016 funding, and 98.5 percent of FY 2015 appropriated funds by the end of FY 2015. Figure 3 provides FY 2015 obligations by major workforce initiative categories and Figure 4 by Components.

Figure 3 – FY 2015 DAWDF Obligations *By Category**

<i>In \$000s</i>	FY 2013/2015 Funds Obligated FY 2015	FY 2014/2016 Funds Obligated FY 2015	FY 2015/2017 Funds Obligated FY 2015	FY 2015/2015 Funds Obligated FY 2015	All Obligations Total FY 2015	%
Training & Development	\$42,317.2	\$88,429.8	\$0.0	\$7,585.1	\$138,332.1	38.6%
DAWDF Funds Reprogrammed	\$0.0	\$0.0	\$0.0	\$3,800.0***		
Retention & Recognition	\$4,769.0	\$16,514.9	\$0.0	\$3,249.5	\$24,533.4	6.9%
Recruiting & Hiring	\$50,188.5	\$74,071.4	\$0.0	\$67,181.8	\$191,441.7	53.5%
****Total	\$97,274.6	\$179,016.2	\$0.0	\$81,816.4	\$358,107.2	100.0%

*Expenditures provided at Appendix B

**DAWDF initiative categories are: (1) Training & Development; (2) Retention & Recognition; (3) Recruiting & Hiring

***For the purposes of reporting use of the funds, the \$3.8M is reported as a DAWDF obligation

****Numbers may not add due to rounding

Figure 4 – FY 2015 DAWDF Obligations by Component*

<i>In \$000s</i>	FY 2013/2015 Funds Obligated FY 2015	FY 2014/2016 Funds Obligated FY 2015	FY 2015/2017 Funds Obligated FY 2015	FY 2015/2015 Funds Obligated FY 2015	All Obligations Total FY 2015
Army	\$18,892.9	\$20,439.9	\$0.0	\$27,411.0	\$70,543.8
DAWDF Funds Reprogrammed				\$3,800.0***	
Navy	\$23,238.1	\$41,595.3	\$0.0	\$28,949.8	\$93,783.2
Air Force	\$11,936.9	\$15,403.0	\$0.0	\$0.0	\$27,339.9
Defense-Wide**	\$13,417.0	\$14,465.0	\$0.0	\$2,594.0	\$30,476.0
DCMA	\$6,753.1	\$36,660.6	\$0.0	\$18,463.1	\$61,876.8
DCAA	\$626.6	\$13,648.2	\$0.0	\$0.0	\$14,274.8
DAU	\$22,410.1	\$36,804.3	\$0.0	\$598.5	\$59,812.9
****Total	\$97,274.6	\$179,016.2	\$0.0	\$81,816.4	\$358,107.2

*Expenditures provided at Appendix B; obligations and expenditures provided by Components at Appendix C

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

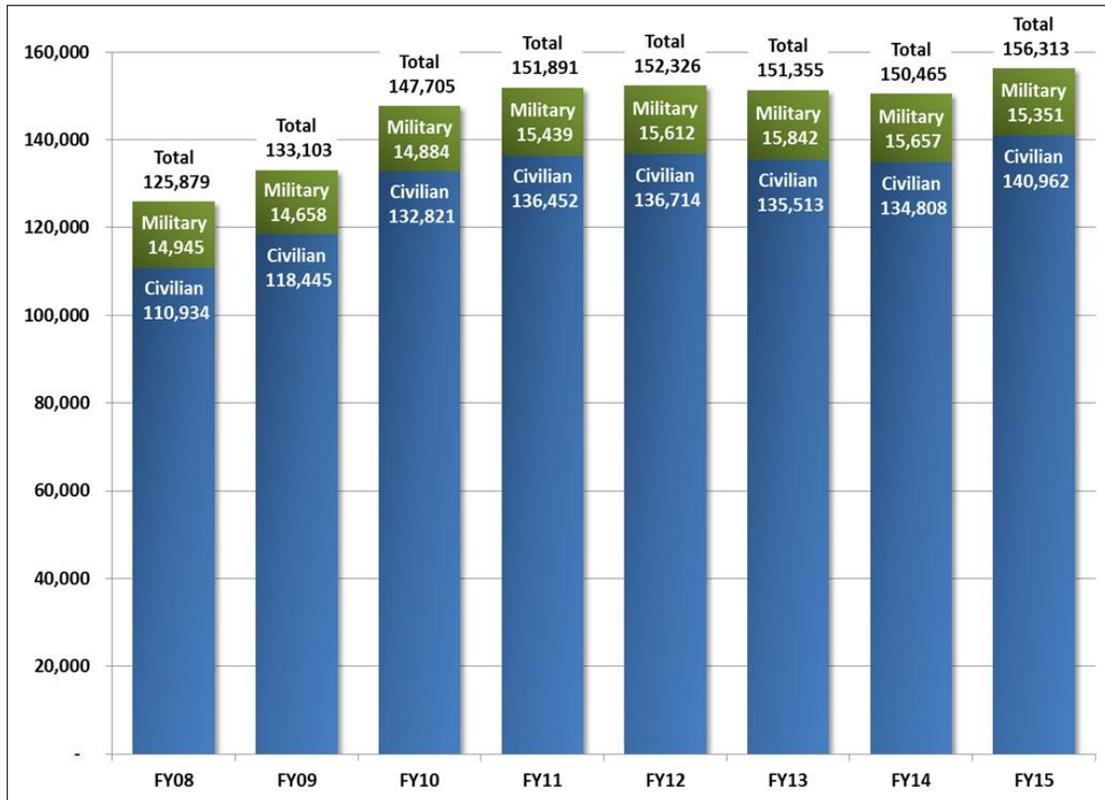
***For the purposes of reporting use of the funds, the \$3.8M is reported as a DAWDF obligation

****Numbers may not add due to rounding

3. Improvements to the DoD Acquisition Workforce

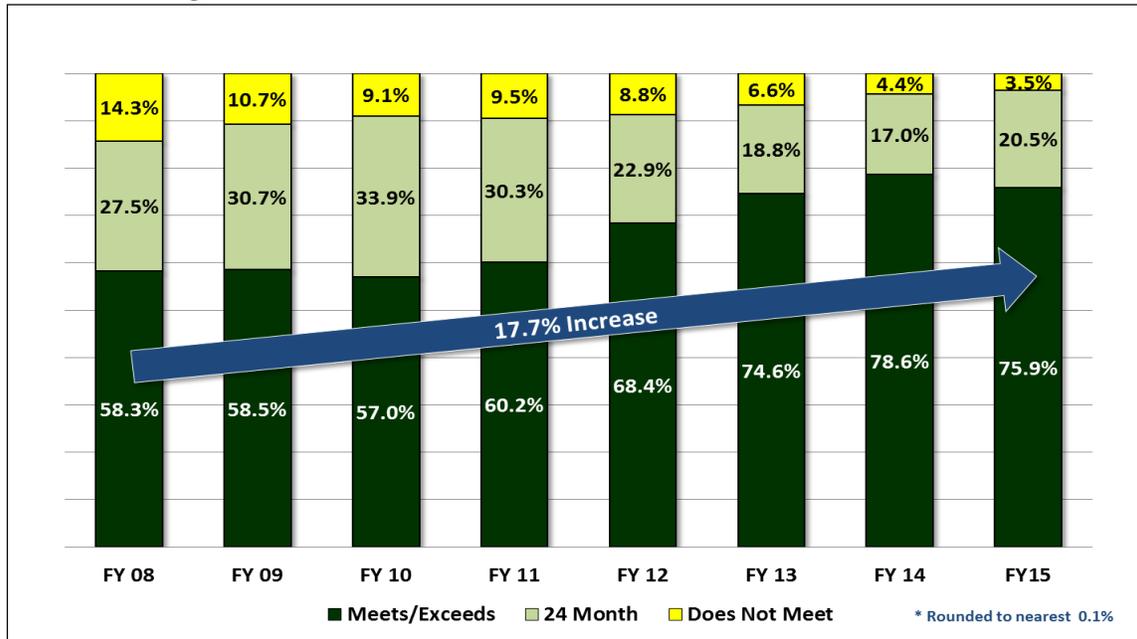
In FY 2015, DoD used the DAWDF to continuously improve the acquisition workforce. As depicted in Figure 5, since 2008, DoD has rebuilt and sustained the size of its acquisition workforce above 150,000 since FY 2011. In FY 2015, DoD used the DAWDF to fund additional hires to sustain and shape the workforce in critical function areas, increase training capacity, address training gaps, enhance and sustain the quality of the workforce by leveraging recruiting incentives to attract quality candidates, develop the acquisition workforce, and retain employees in critical positions using retention initiatives. Leveraging DAWDF for recruiting and hiring strategically supports the long-term requirement to have sufficient staffing of experienced personnel for the future workforce. Recruiting and hiring incentives improve DoD’s ability to attract the workforce needed to mitigate the effects of pending significant retirements and the “bathtub” of low-year growth resulting from the downsizing of the acquisition workforce that occurred in the 1990s. During FY 2015, approximately 23 percent of the DAWDF obligations funded training and training enhancements, and 7 percent funded retention and recognition.

Figure 5 – Defense Acquisition Workforce Size FY 2008 to FY 2015



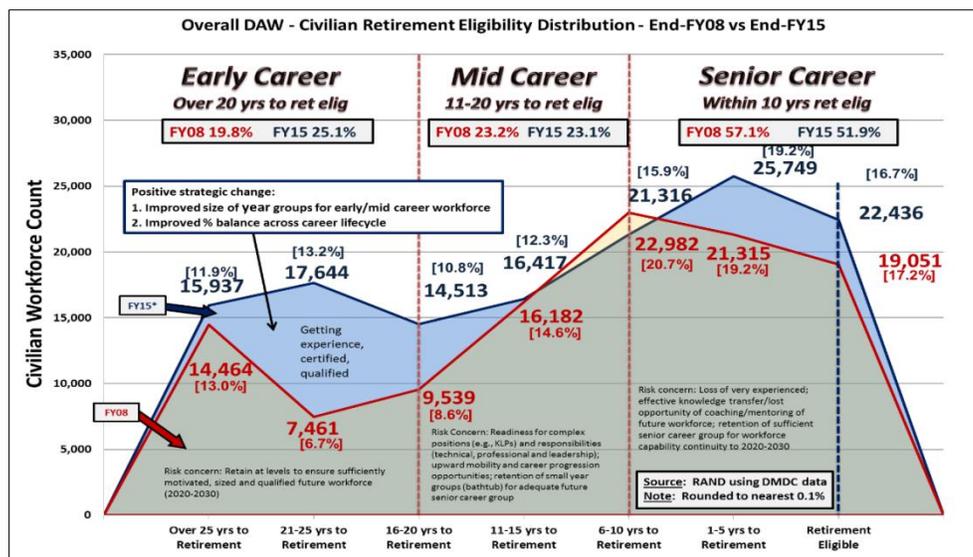
DAWDF-funded training and development initiatives have enabled the overall workforce certification level to improve from 86 percent in FY 2008 to 96 percent in FY 2015 (Figure 6). Workforce members are allowed 24 months to meet position certification requirements.

Figure 6 – Workforce Certification Level FY 2008 to FY 2015



DAWDF-funded hiring has enabled Components to strategically reshape the workforce by bolstering critical acquisition functions and building early and mid-career workforce size. The impact of the reshaping efforts has resulted in an increase in the size of the early and mid-career groups. The improved early and mid-career workforce size better positions DoD's succession readiness to backfill the very experienced senior-career acquisition workforce members when they retire. 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 FY 2015



In FY 2015, Components continued use of DAWDF for incentive initiatives such as student loan repayment and tuition reimbursement. Both uses serve as recruiting and retention incentives, and tuition reimbursement contributes to improved workforce education levels. Figure 8 depicts an increase in the percentage of workforce members with a Bachelor’s degree or higher, increasing from 77 percent in 2008 to 84 percent in FY 2015. Additionally, the number of individuals with a graduate degree increased from 29 percent in FY 2008 to 38 percent in FY 2015.

Figure 8 – Defense Acquisition Workforce Education Level Achieved

Higher Education Level	FY 2008			FY 2015		
	Civilian	Military	Total	Civilian	Military	Total
Bachelor’s Degree or Higher	77%	81%	77%	84%	83%	84%
Graduate Degree	26%	44%	29%	38%	54%	39%

Training and Development: Twenty-three percent of the DAWDF obligations in FY 2015 funded enhanced workforce training through DAU and component initiatives.

DAWDF funding enabled DAU to improve its service to the expanded acquisition workforce in multiple ways, including by providing new course content, funds for students to travel to class, and training in areas such as the acquisition of services and the requirements process, international acquisition, small business, cybersecurity, understanding industry. Special contract administration classes were also made available for the Defense Contract Management Agency (DCMA). In 2015, DAWDF improvements supported DAU’s ability to graduate 173,766 students from online and resident courses. In addition, there were 700,788 Continuous Learning Module completions. DAWDF-funded enhancements contributed to the high quality of DAU’s instruction and facilities, which was again affirmed in 2015 when DAU was recognized with numerous awards: 1) DAU won Corporate University of the Year for North America; 2) DAU was recognized as a Top 10 LearningElite Organization for 2015 by Chief Learning Officer magazine; and 3) DAU was recognized as Top Public Sector Learning Organization at the 2015 Enterprise Learning! Conference.

DAWDF funding was used to improve and expand DAU’s Information Technology (IT) infrastructure to support the greater course capacity, deliver more responsive helpdesk support, and enable new, more advanced online course content. In FY 2015, DAU leveraged DAWDF to modernize four classrooms and renovate two classroom-centric buildings, which included an upgraded IT infrastructure in order to make more classrooms available. 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 6.6 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.

DAWDF also supported DAU’s expanded training in services acquisition, which included 51 Service Acquisition Workshops in FY 2015. These workshops allowed DAU

faculty to work directly with acquisition organizations to train them as they engaged in preparing and executing large services contracts. These timely, intact team training events were conducted at 31 workforce locations for service acquisitions totaling \$76.7 billion.

DAU also used DAWDF to continue development of the Acquisition Requirements Roadmap Tool (ARRT) to help acquisition organizations create realistic cost effective requirements for the services they need to procure. In FY 2015, ARRT Cost Estimation version 1.0 was finalized, ARRT Performance Assessment v. 2.0 was deployed, and ARRT Evaluation Factors v.2.0 was released. These tools will aid services acquisition teams in the development of realistic, accurate requirements and acquisition strategies, and support program execution.

In FY 2015, DAU used DAWDF to update the Requirements Management curriculum to reflect the updated Joint Capabilities Integration Decision System instruction CJC513170.01, which governs how the Requirements Management community creates new acquisition requirements. DAU delivered Requirements Management training to members of that community, including three 4-star officers, and 36 other Flag/General officers and Senior Executives. DAU graduated 274 members from the one-week RQM 310 “Advanced Requirements Management” course and 5,570 members from the required distance learning certification courses.

Overall, in FY 2015, DAU used DAWDF to build or significantly modernize 23 formal training courses and continuous learning modules, including incorporation of the USD (AT&L) Better Buying Power initiatives. As part of modernization, 40 courses now include critical thinking exercises and the use of case studies, both of which improve the ability of the workforce to manage challenging acquisition problems. Examples of new course development in 2015 include:

- As part of the International Acquisition Career Path expansion, DAU delivered five offerings of the new ACQ 230 “International Acquisition Integration” course in FY 2015. This practitioner course requires students to synthesize and apply learning from prerequisite distance learning courses, ACQ 120 “Fundamentals of International Acquisition,” and ACQ 130 “Fundamentals of Technology Security/Transfer,” and includes critical thinking exercises and active learning. This course is the latest contribution to expand international offerings from PM-only to all career fields that deal with international acquisitions.
- DAWDF funding enabled DAU to add three of the nine resident FY 2015 offerings of the case-based PMT 401 Program Manager Course offerings, resulting in an additional 84 additional graduates. DAU also developed and deployed seven new PMT 401 Program Manager Course case studies, with another six new cases currently in development.
- DAU also extended training and resource reach to the workforce. DAU expanded its Knowledge Repository significantly to provide the workforce more comprehensive on-demand workplace resources. DAU has also initiated an effort to aggregate commercial and DoD information on a program-by-program basis into an easily accessible website so that program management teams will have access to a wider array of information to better manage their programs.

- DAU piloted and deployed a new course in Technical Data Management, LOG 215. This course provides workforce members a comprehensive understanding of how to plan, process, and manage technical data provided by program contractors.
- DAU deployed 11 new courses to support specialized contract management training for DCMA, including quality assurance, contracting, manufacturing, and program support.
- DAU formed special Integrated Product Teams (IPTs) that used accelerated curriculum development and revision techniques (“sprints”) to upgrade the IT curriculum to incorporate the latest policy and guidance, new case studies, as well as proven practices from Government and industry. Improving management of IT systems is one of the focus areas of the new DoD 5000.02 Instruction and Better Buying Power 3.0.

In FY 2015, the Department of the Navy (DoN) used the DAWDF to fund 1,802 acquisition related courses that provided at least 20,042 training opportunities for the DoN acquisition workforce.

The Naval Air Systems Command University provides comprehensive, standardized, quality technical and professional training to their workforce and collaborative partners. The university concept provides an organizational viewpoint to employee development that complements the career field training provided by DAU and stresses cross functional development with an additional focus on IPTs. Key focus areas include: Contracts Management; Research and Engineering; Test and Evaluation; Logistics and Industrial Operations; Business and Financial Management; Corporate Operations; Interdisciplinary Studies and Leadership; and the newest critical area of interest—Information Technology and Cyber Security.

Active Talent Management of Major Program Managers is another program to improve acquisition and business skills. It is built on 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.

The DoN also used the DAWDF for other important training:

“Ships are Different”	For professionals in the ship design community to study the latest developments of naval ship design
Massachusetts Institute of Technology (MIT) Summer	Development of a variant of DAU’s Intermediate Systems Acquisition course
NPS (Naval Post Graduate School) Cyber Security Certificate Program	Program provides various degrees to include specific training for Engineering, Cybersecurity, and Cost Estimating
Master of Science in Systems Engineering (MSSE)	Program provides systems engineering education to acquisition members
Cybersecurity in Acquisition and DAWIA	For Senior Acquisition Workforce members to discuss Cyber policies in the roles of programs

Price Fighters Rotational Assignment	Participants obtain hands-on experience performing technical analysis of proposals, cost estimating, and negotiations in support of Major Defense Acquisition Programs and Performance-Based Logistics procurements
Penn State Supply Chain Management and Supply Chain Leadership Certifications	Provide AWF employees with understanding of emerging theories and knowledge of best practices in Supply Chain Management. Penn State is a recognized leader in Supply Chain Management (SCM) education
On-site Ship Repair training	Hands-on ship repair to enhance negotiating skills; Automated Cost Estimate Integrated Tools Tool Training (software package enables the easy development, update, and documentation of cost models, risk analysis, what-ifs, and schedule analysis)

In addition, the Kapstone Program provides the United States Marine Corps (USMC) a specific acquisition and contracting knowledge base to the Command’s acquisition personnel on the fundamentals of USMC acquisition and contracting, including business practices, policies, and processes established within the Command. The Kapstone Program is also responsible for the implementation of a formal Contracting Officer’s Representative program that includes training and development for contracting personnel.

There are also several specific employee developmental activities made possible with DAWDF funding, such as the funding of additional positions in the Secretary of Defense’s Corporate Fellows program, allowing for the sharing of successful business transformation techniques, innovation, and practices; a targeted curriculum at the Universities of North Carolina and Virginia to acquire knowledge in industry finance, decision making, and incentive programs; development of the DoN Acquisition War Room to transition “intellectual capital” and leverage educational value to Program Managers and their teams; and incorporation of the War Room in the Kapstone Executive Program Management course, allowing for development of the program specific action plan and creating a resource for follow-on actions to resolve program challenges.

The Air Force (AF) leveraged DAWDF to improve its ability to respond rapidly to emerging training requirements. Enabled by DAWDF, the AF has improved and expanded the availability of courses teaching application skills needed on the job to apply principles taught at DAU. Notable examples in FY 2015 include Cost Capability Analysis (CCA) course development. AF Materiel Command/A5 sponsored development of this course to better prepare Program Managers to conduct trade-off analyses prior to Milestone A. In a pilot effort proving the value of a modest investment in analysis, the Command analyzed six programs and lowered the life cycle cost estimates by a combined \$3 billion. DAWDF is enabling possible quick widespread implementation of this capability through the rapid development of a course suitable for program office action officers, as well as program senior leaders and program office IPTs. This CCA capability promotes educated discussions about how to significantly lower life cycle costs of systems by adjusting proposed requirements. It also directly supports the Should-Cost initiatives of BBP 3.0.

In support of the BBP 3.0 objective to strengthen organic engineering capabilities and the AF Acquisition Executive's goal to own the Technical Baseline, AF Life Cycle Management Center (AFLCMC) leadership received DAWDF funding to rebuild organic engineering capabilities to conduct physics-based analysis at the Center in support of Program Managers. DAWDF is enabling the purchase of hardware, software, and "train-the-trainer" training for six primary AFLCMC locations (Wright-Patterson, Hill, Hanscom, Robins, Tinker and Eglin Air Force Bases). The Engineering Training and Analysis Labs will provide some 3,000 AF engineers who support acquisition programs with experience on the same or similar tools to those used by their contractor counterparts, enabling AF engineers to better evaluate contractors' claims and analyses and to identify potential issues early. The availability of industry-standard engineering analysis training labs also helps make AF acquisition more competitive as an employer for graduating engineering students. Additionally, giving current AF engineers the ability to maintain their engineering skills fosters job satisfaction and enhances retention.

In FY 2015, the AF continued offering courses developed in previous years with DAWDF, such as Developmental Planning, Cost Analysis, and courses in scientific methods designed to streamline and reduce the cost of system test and evaluation. 2,312 acquisition professionals received training in these critical disciplines at the Air Force Institute of Technology (AFIT). The FY 2015 DAWDF program permitted 67 civilians to attend the AF Fundamentals of Acquisition Management course. Additionally, DAWDF afforded the opportunity for 950 military and civilian Airmen to graduate from the Acquisition Leadership Challenge Program (ALCP). DAWDF was used to fund 189 Contracting officers to attend the initial skills course at AFIT. AF major commands also used DAWDF to increase targeted training opportunities for their acquisition workforce members.

In FY 2015, the Army Director for Acquisition Career Management (DACM) office leveraged DAWDF to launch an Army Acquisition Leader Preparation Course. Twenty-four centrally selected Program Managers, Contracting Commanders, Acquisition Directors, and Product Directors who were about to assume command participated in the program. The course exposed the participants to a broad range of perspectives, preparing them for future challenges and for their leadership roles. Army also leveraged DAWDF for many other training and developmental programs, such as the ALCP, which is a team-building and practical guide to assist overall leadership and diversity development in organizations. The ALCP training ensures Army Acquisition Workforce (AAW) professionals can communicate with their supervisors through a common language and helps develop leaders who value individual styles and behaviors, creating an acquisition leadership corps more capable of critical thinking and problem solving. The Army had 964 ALCP graduates in FY 2015.

A major accomplishment in FY 2015 for the Army was the development of "Ellie." Ellie is the Virtual Acquisition Career Guide, a virtual mentoring initiative funded by DAWDF. The Army recently completed pilot testing of this exciting capability based upon virtual human technology. Ellie is the Army DACM Office's virtual human being, developed to respond 24/7 to the acquisition career management needs of 38,000 AAW members. This innovative approach deployed in the late fall of 2015. The first release of Ellie will focus on virtual helpdesk abilities, allowing the AAW to receive instant answers to day-to-day workforce development questions or challenges. Ellie's capability portfolio is primarily tied to the Acquisition Career Record Brief, DAU course offerings, the Individual Development Plan,

Defense Acquisition Workforce Improvement Act (DAWIA) Certification, and Army Acquisition Corps Membership.

The Army Acquisition Executive directed the development of Predictive Resource Staffing Models (PRSMs) that will address appropriate staffing of Acquisition organizations and the skills (competencies) required to perform tasks, leveraging DAWDF to do so. This human capital initiative will provide a PRSM for each Acquisition function, which will support management of military, civilian, and contractor 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.

U.S. Army Research, Development, and Engineering Command used DAWDF to provide Master's level courses in Systems Engineering, Networking, and Cyber Security to 18 Science and Technology (S&TCD) acquisition engineers. This initiative allowed S&TCD to address losses in mission critical acquisition skill sets and improve technologies in areas of electromagnetic theory, microwave technologies, cyber security, interference mitigation techniques and design and analysis, cutting-edge communications technology, and wireless technology. S&TCD experienced a dramatic loss of experienced science, technology, engineers, and mathematics acquisition personnel due to the second round of Base Realignment and Closure in 2011. These losses were further exacerbated during the periods of sequestration and furloughs, with employees leaving for opportunities in the private sector and other agencies. Use of DAWDF for this graduate-level education has significantly reduced the gap of the knowledge/skills gaps impacting programs supporting the needs of the Warfighter in times of significant uncertainty resulting from a return to sequestration and associated looming Army personnel cuts.

Mobile Training Teams (MTT) conducted 31 courses in FY 2015, which included Contracting Boot Camp, Cost and Pricing training, and the Contracting Officer refresher training course. Over 609 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 recently hired intern employees by targeting functional gaps identified in PMRs, audits, and organizational reviews. This targeted training helped mitigate the operational impact of 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 and Pricing and Contracting Officer training provided consistency of training to acquisition workforce employees and filled critical skill set gaps created by senior personnel attrition.

DCMA provides DoD with contract administration capabilities not found in the Services. DCMA's FY 2015 DAWDF accomplishments include the deployment of 23 new acquisition courses, 5,166 training opportunities for acquisition employees, and recruiting initiatives that supported the hiring of 944 new acquisition employees. DCMA also utilized DAWDF positions to sustain the workforce to counter the effects of impending retirements and build capability of emerging skillsets. Currently, 18.5 percent of DCMA's acquisition workforce is eligible to retire today, 29 percent will be eligible in 3 years, and 38.6 percent will be eligible in 5 years.

DCMA's unique post-award contract administration mission drives training requirements beyond DAWIA certification. In FY 2015, DCMA used DAWDF funds to conduct specialized training in areas such as 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 2015, the DoD Office of Small Business Programs (OSBP) used DAWDF to accomplish major training tasks in support of DoD's statutory responsibilities to foster a strong small business presence in the defense industrial base. The OSBP trained over 300 Small Business Specialists, Contracting Personnel, and Program Managers representing all Military Departments and other Defense Agencies at Small Business Training Week. The training strengthened DoD's commitment to the Small Business community by equipping the acquisition workforce with flexible solutions, innovative tools, and cutting edge acquisition strategies, which included policy and legislative updates affecting the Small Business Acquisition community.

In support of the Better Buying Power initiative to strengthen use of small businesses, DAWDF was also leveraged, in partnership with DAU, to begin development of nine small business courses as part of the new Small Business career field certification curriculum. Course topics currently under development include, but are not limited to, Introduction to Small Business Programs, Fundamentals of the Federal Acquisition Regulation for Small Business Professionals, and Contract Life Cycle for Small Business Professionals. The funding enabled the exploration and development of training methods to improve student engagement across all learning styles while achieving cost savings for the Department by leveraging training technology.

In FY 2015, DCAA leveraged DAWDF to fund 993 training requests from Auditors totaling approximately \$1.4 million for tuition assistance for advanced degree programs and initial professional Certification training and testing fees. In FY 2015, with the support of DAWDF funding, DCAA auditors obtained 50 advanced degrees and 39 professional certifications. Additionally, 351 Auditors completed the newly implemented Coaching course. The Coaching Program is intended to be a collaborative, results-oriented, solutions-focused, and systemic process in which a coach facilitates the development of an employee's knowledge, skills, and abilities leading to enhanced work performance. DCAA selected 35 Auditors to participate in the Agency's Director Development Program in Management where the participants pursue a Master's Degree in Policy Management from Georgetown University.

The Defense Procurement and Acquisition Policy office leveraged DAWDF to provide the Military Departments training and to educate students on the use of the 3-in-1 (Field Ordering, Receiving, and Payment) Tool and the Contingency Acquisition Support Module (cASM). In FY 2015, the 3-in-1 Tool training and cASM training at DAU and Army Logistics University via the Defense Logistics Agency (DLA) was made available to AF Contracting Officers.

DLA leveraged DAWDF to provide continuous learning training to the Life Cycle Logistics workforce. For example, DAWDF supported 14 seminars on weapon systems sustainment for 334 participants. The seminars highlighted the importance of a strong

relationship between the Product Support Manager and the primary field level activity in the long-term sustainment of weapons systems.

The Office of the Assistant Secretary of Defense for Logistics and Materiel Readiness utilized DAWDF for the second year of its Performance-Based Logistics (PBL) Training and Implementation Initiative. The goal of the initiative is to assist the Services in developing and deploying more effective PBL arrangements. The initiative aims to create an organic capability to develop and execute future PBL arrangements. Three Air Force and two Army programs participated in the year-long effort and gained the expertise of assessing and selecting optimal PBL arrangements and sustainment strategies. This training supports the Better Buying Power initiative to ensure effective use of PBLs throughout the Department.

Retention and Recognition: Approximately 7 percent of DAWDF obligations in FY 2015 were used by Components to enhance retention and recognition. These incentives included 6,496 tuition assistance-funded university courses, 15 advanced academic degrees, and 287 student loan repayments, which helped to increase overall education levels of the AWF (Figure 8). The Army, for example, used the Student Loan Repayment Program (SLRP) as its primary retention tool for its acquisition workforce. Army acquisition workforce SLRP recipients sign a three-year service agreement that allows the Army to retain its best and brightest in mission and critical acquisition career fields. In FY 2015, the Army DACM Office selected high performing acquisition civilians to receive up to \$10,000 to repay federally insured student loans as a retention incentive.

Additionally, in FY 2015, 450 recognition incentives were awarded to high-performing personnel to demonstrate appreciation for their efforts, commitment, and accomplishments.

Recruiting and Hiring: In FY 2015, 54 percent of DAWDF obligations supported recruiting and hiring by DoD Components. Components also used the DAWDF for recruiting and outreach efforts, such as branding and career fairs. The following are examples of Component-specific recruiting and hiring initiatives accomplished in FY 2015:

Since the establishment of DAWDF in FY 2008, the AF has worked to improve and extend its ability to recruit and compete for the best talent available to support its acquisition missions. The AF continued its efforts to improve acquisition-enterprise recruiting and branding through “AFAcquisitionCareers.com.” This is an excellent example of a game-changing innovation that would not have been possible without DAWDF. With the final building blocks set in FY 2015, each of the AF’s acquisition, test, and sustainment centers can now show prospective candidates what makes AF Acquisition an employer of choice using traditional and social media recruiting tools. A first full scale demonstration was performed in FY 2015 in support of a major hiring push by the AF Program Executive Office for Strategic Systems at the AF Nuclear Weapons Center, with all required resumes received on the first day of recruiting and all vacancies filled in record time. Other AF Product Centers recognized the success of the event and have requested similar events in FY 2016, which the AF has included in its FY 2016 DAWDF program.

The AF used DAWDF to extend its outreach to 51 universities, three hiring events, and 60 career fairs. Even more significant was the greater reach achieved using social media,

including LinkedIn, Facebook, and Twitter, to engage and actively recruit candidates. By harnessing these outreach tools and assuring availability of funding to offer recruiting incentives, our acquisition recruiters are more fully equipped to compete with industry recruiters for the best available talent.

The AF used DAWDF to supplement entry-level hiring in FY 2015 with a more streamlined process that utilizes the existing Air Force Personnel Center “force renewal” infrastructure to hire interns and recent graduates. This use of DAWDF brings much needed stability to entry-level staffing and helps prevent gaps in acquisition program office hiring that would otherwise be caused by the constrained fiscal environment, ensuring that program managers can execute their staffing plans and respond to attrition, retirements, and promotions in their workforce. The AF fully achieved its FY 2015 goal of 150 DAWDF-funded hires.

In FY 2015, the AF used \$3.3 million in recruiting incentives to attract 407 high quality candidates. DAWDF enabled the AF to offer additional recruiting incentives, including student loan repayment, relocation incentives, and recruiting bonuses, helping ensure recruiters had funding available to offer the full range of these incentives to attract and compete for high quality candidates in hard-to-fill locations and jobs.

DAWDF enabled the Army Communications-Electronics Research, Development and Engineering Center/Command, Power, and Integration Directorate to resource and conduct progressive and productive recruitment events. Highly-qualified recent graduates with degrees in engineering and computer science were successfully recruited to fill mission-critical acquisition workforce hiring needs to execute the Directorate’s technical research and development programs.

The DoN leveraged DAWDF for recruiting and hiring initiatives, which improved the Navy’s ability to attract highly qualified candidates for targeted critical positions and mission-critical career fields. For example, 90 distinct DoN recruiting events were funded by DAWDF. DAWDF was also used for Permanent Change of Station (PCS) (81), relocation incentives (86), retention incentives, recruiting incentives (30), and Student Loan Repayments (255) in order to hire the “best and brightest” and to target underrepresented groups.

In FY 2015, the DoN used DAWDF to expand its Science, Technology, Engineering, and Math (STEM) outreach and development program into middle schools in rural Virginia and Maryland. The program is designed to provide an introductory STEM experience for schools in those state counties where students are not currently engaged in STEM-related experiences by working with teachers at the identified schools. The program also seeks to provide continued expansion of STEM interest by working with high school students. Within the Virginia and Maryland areas, the DoN was able to reach 660 students and 50 teachers in 51 schools, and it engaged 68 Naval Sea Systems Command mentors to work with the schools, teachers, and students.

DCMA is working to meet the strategic demands of its future acquisition workforce requirements while enhancing its tools to attract and enhance the size, diversity, and quality of potential applicants. DAWDF enabled DCMA to actively recruit at 48 career fairs, job fairs, and other recruitment events. DCMA replaced its outdated recruitment displays with new

recruitment materials, greatly enhancing its presence at these events. It has also rebuilt its recruitment website and ramped up its social media campaigns on platforms like LinkedIn and Twitter, resulting in over 400,000 impressions and over 7,000 organic engagements in just the first few months of these efforts. For example, DCMA held two hiring events that led to the expeditious hiring and onboarding of over 80 acquisition employees. DCMA’s balanced continuous cycle recruitment and outreach strategy enabled the external hiring of over 944 new acquisition employees, primarily in the mission-critical career categories of Production, Quality, and Manufacturing (PQM), Contracting, and Systems Engineering.

Figure 9 – DAWDF Funded Employees Brought on Board in FY 2015

Career Field	Army	Navy	Air Force	Defense-Wide Agencies	DCMA	DCAA	Overall	%
Auditing	0	0	0	0	0	22	22	3%
Cost Estimating	1	12	0	0	0	0	13	2%
Financial Management	22	8	4	0	2	0	36	5%
Contracting	122	108	48	7	82	0	367	46%
Facilities Engineering	0	6	0	0	0	0	6	1%
IT Management	7	3	3	0	1	0	14	2%
Industrial/Prop Contract Management	0	0	0	0	4	0	4	1%
Life Cycle Logistics	0	50	10	0	0	0	60	8%
Product, Qualification & Manufacturing	0	0	0	0	45	0	45	6%
Program Management	12	6	15	11	0	0	44	6%
Engineering	73	50	32	0	8	0	163	20%
Test & Evaluation	16	2	0	0	0	0	18	2%
Other (e.g., Acq Attorneys)	6	1	0	0	0	0	7	1%
Total	259	246	112	18	142	22	799	100%

*DAWDF Funded Employees brought on board in FY 2015

4. Recommendations for Additional Authorities

The Administration has submitted to Congress an FY 2017 legislative proposal that would make minor modifications to facilitate improved operation of the DAWDF. If enacted, the proposal would clarify that the DAWDF can be used for contracted support for training and other talent management needs.

**5. Unobligated* Balance Remaining in the Fund at the End of FY 2015
(Cumulative – see Note)**

Figure 10 – Balance Remaining in the Fund at the End of FY 2015

In \$000's	Cumulative Funds Received	Cumulative Funds Obligated	% Obligated	Remaining Balance
FY 2013-2015 Funds	\$354,612.7	\$352,558.6	99.4%	\$2,054.1
FY 2014-2016 Funds	\$577,070.0	\$178,742.6	31.0%	\$398,327.4
FY 2015-2017 Funds**	\$476,966.0	\$0.0	0.0%	\$476,966.0
FY 2015-2015 Funds***	\$79,234.0	\$78,016.4	98.5%	\$1,217.6
	\$3,800.0	\$3,800.0	100.0%	\$0.0
****Total	\$1,491,682.7	\$613,117.7	41.0%	\$878,565.0

*Disbursements provided at Appendix B

**Does not include a \$42,400 administrative adjustment by DFAS to balance to Treasury accounts; no FY 2015-2017 funds were allocated in FY 2015; funds reported as obligated were reported in error.

*** For the purposes of reporting use of the funds, the \$3.8 million reprogrammed for the Army Reserves training initiative is included in the total cumulative funds received and obligated. Army Reserves confirmed obligation of the reprogrammed funds.

****Numbers may not add due to rounding

NOTE: As depicted in Figure 10, as of the end of FY 2015, \$878.6 million, which includes \$477 million transferred to DAWDF in August 2015, was available for future obligations.

Figure 10 unobligated balance numbers are derived from cumulative obligations; for example, FY 2013-2015 Funds remaining balance numbers are based on obligations made in FY 2013, FY 2014, and FY 2015.

Appendix A – Amounts Remitted and Transferred by Component

Figure A1 - Remittances and Transfers in FY 2015

(FY 2014/2016 + FY 2015/2017 Funds Credited in FY 2015)

In \$000's	Amounts Remitted and Transferred in FY 2015
Army**	\$634,976.0
Navy	\$98,922.0
Air Force	\$3,952.0
DISA	\$6,589.0
DSS	\$805.0
MDA	\$2,822.0
NGA	\$18,623.0
USSOCOM	\$19,747.0
*Total	\$786,436.0

**Numbers may not add due to rounding*

***Includes \$477 million of expired funds transferred by the OSD Comptroller in FY 2015*

Appendix B – Disbursements from the Fund ¹

A. FY 2015 Expenditures Made from the Fund in FY 2015

Figure B1 – FY 2015 DAWDF Expenditures* by Category**

In \$000's	FY2013/2015 Funds Disbursed in FY 2015	FY2014/2016 Funds Disbursed in FY 2015	FY2015/2017 Funds Disbursed in FY 2015	FY2015/2015 Funds Disbursed in FY 2015	All Disbursements Total FY2015	%
Training & Development	\$68,680.7	\$34,005.8	\$0.0	\$3,709.8	\$110,196.3	35.0%
DAWDF Funds Reprogrammed				\$3,800.0***		
Retention & Recognition	\$8,615.2	\$9,410.3	\$0.0	\$2,910.3	\$20,935.9	6.7%
Recruiting & Hiring	\$61,587.0	\$57,843.4	\$0.0	\$64,071.8	\$183,502.1	58.3%
****Total	\$138,882.9	\$101,259.5	\$0.0	\$74,491.9	\$314,634.3	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

***For the purposes of reporting use of the funds, the \$3.8 million is reported as a DAWDF disbursement

****Numbers may not add due to rounding

Figure B2 – FY 2015 DAWDF Expenditures* by Component

In \$000's	FY2013/2015 Funds Disbursed in FY 2015	FY2014/2016 Funds Disbursed in FY 2015	FY2015/2017 Funds Disbursed in FY 2015	FY2015/2015 Funds Disbursed in FY 2015	All Disbursements Total FY2015	%
Army	\$25,960.8	\$10,044.0	\$0.0	\$23,579.9	\$63,384.7	20.1%
DAWDF Funds Reprogrammed				\$3,800.0***		
Navy	\$38,108.9	\$19,816.7	\$0.0	\$26,986.6	\$84,912.2	27.0%
Air Force	\$15,668.8	\$9,768.2	\$0.0	\$0.0	\$25,437.1	8.1%
Defense-Wide**	\$12,591.7	\$4,857.5	\$0.0	\$1,221.2	\$18,670.4	5.9%
DCMA	\$9,326.7	\$35,611.0	\$0.0	\$18,311.1	\$63,248.7	20.1%
DCAA	\$1,115.7	\$12,214.1	\$0.0	\$0.0	\$13,329.8	4.2%
DAU	\$36,110.2	\$8,948.0	\$0.0	\$593.2	\$45,651.4	14.5%
****Total	\$138,882.9	\$101,259.5	\$0.0	\$74,491.9	\$314,634.3	100.0%

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

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

***For the purposes of reporting use of the funds, the \$3.8 million is reported as a DAWDF disbursement

****Numbers may not add due to rounding

¹ 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 Fund²

B. Undisbursed Balance Remaining in the Fund at the End of FY 2015
(Cumulative – See Note)

Figure B3 – Undisbursed Balance Remaining in the Fund at the end of FY 2015*

In \$000's	Cumulative Funds Received	Cumulative Funds Disbursed	% Disbursed	Undisbursed Balance
FY 2013-2015 Funds	\$354,612.7	\$319,061.5	90.0%	\$35,551.2
FY 2014-2016 Funds	\$577,070.0	\$101,259.5	17.5%	\$475,810.5
FY 2015-2017 Funds	\$476,966.0	\$0.0	\$0.0	\$476,966.0
FY 2015-2015 Funds	\$79,234.0	\$70,691.9	89.2%	\$8,542.1
DAWDF Funds Reprogrammed	\$3,800.0	\$3,800.0**	100.0%	
***Total	\$1,491,682.7	\$494,812.9	33.2%	\$996,869.8

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

** For the purposes of reporting use of the funds, the \$3.8 million is reported as a DAWDF obligation

***Numbers may not add due to rounding

Note: Figure B3 undisbursed balance numbers are derived from cumulative disbursements; for example, the FY 2013-2015 undisbursed balance is based on cumulative disbursements from FY 2013, FY 2014, and FY 2015.

² 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 and Disbursements by Component

A. FY 2015 Obligations Made from the Fund in FY 2015

Figure C1 – FY 2015 DAWDF Obligations by Component

In \$000's	FY2013/2015 Funds Obligated FY 2015	FY2014/2016 Funds Obligated FY 2015	FY2015/2017 Funds Obligated FY 2015	FY2015/2015 Funds Obligated FY 2015	All Obligated Total FY 2015
Army	\$18,892.9	\$20,439.9	\$0.0	\$27,411.0	\$70,543.8
DAWDF Funds Reprogrammed				\$3,800.0*	
Navy	\$23,238.1	\$41,595.3	\$0.0	\$28,949.8	\$93,783.2
Air Force	\$11,936.9	\$15,403.0	\$0.0	\$0.0	\$27,339.9
DCAA	\$626.6	\$13,648.2	\$0.0	\$0.0	\$14,274.8
DCMA	\$6,753.1	\$36,660.6	\$0.0	\$18,463.1	\$61,876.8
DAU	\$22,410.1	\$36,804.3	\$0.0	\$598.5	\$59,812.9
DARPA	\$13.5	\$0.0	\$0.0	\$0.0	\$13.5
DAWDF Undistributed	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
DeCA	-\$190.3	\$0.0	\$0.0	\$0.0	-\$190.3
DIA	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
DISA	\$303.3	\$638.0	\$0.0	\$0.0	\$941.3
DLA	\$908.7	\$104.9	\$0.0	\$500.0	\$1,513.6
DMEA	\$15.1	\$69.8	\$0.0	\$0.0	\$85.0
DoDEA	\$11.9	\$56.6	\$0.0	\$0.0	\$68.5
DSS	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
DTRA	\$1,091.3	\$19.2	\$0.0	\$0.0	\$1,110.6
Joint Staff	\$2,644.3	\$1,552.1	\$0.0	\$0.0	\$4,196.4
MDA	\$310.6	\$2,700.7	\$0.0	\$0.0	\$3,011.4
NGA	\$1,228.3	\$1,278.7	\$0.0	\$0.0	\$2,506.9
NSA	\$1,659.1	\$2,586.3	\$0.0	\$1,999.2	\$6,244.6
OUSD(AT&L))	\$5059.6	\$4999.6	\$0.0	\$94.8	\$10153.9
OSD(CAPE)	\$0.0	\$29.6	\$0.0	\$0.0	\$29.6
SOCOM	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
DHA	\$88.5	\$100.5	\$0.0	\$0.0	\$189.0
USUHS	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
WHS	\$273.3	\$329.0	\$0.0	\$0.0	\$602.3
** Total	\$97,274.6	\$179,016.2	\$0.0	\$81,816.4	\$358,107.2

* For the purposes of reporting use of the funds, the \$3.8 million is reported as a DAWDF obligation

**Numbers may not add due to rounding

Appendix C – Obligations and Disbursements by Component

B. FY 2015 Expenditures Made from the Fund in FY 2015

Figure C2 – FY 2015 DAWDF Expenditures* by Component

In \$000's	FY2013/2015 Funds Disbursed FY 2015	FY2014/2016 Funds Disbursed FY 2015	FY2015/2017 Funds Disbursed FY 2015	FY2015/2015 Funds Disbursed FY 2015	All Disbursements Total FY 2015
Army	\$25,960.8	\$10,044.0	\$0.0	\$23,579.9	\$63,384.7
Reprogrammed				\$3,800.0**	
Navy	\$38,108.9	\$19,816.7	\$0.0	\$26,986.6	\$84,912.2
Air Force	\$15,668.8	\$9,768.2	\$0.0	\$0.0	\$25,437.1
DCAA	\$1,115.7	\$12,214.1	\$0.0	\$0.0	\$13,329.8
DCMA	\$9,326.7	\$35,611.0	\$0.0	\$18,311.1	\$63,248.7
DAU	\$36,110.2	\$8,948.0	\$0.0	\$593.2	\$45,651.4
DARPA	\$5.8	\$0.0	\$0.0	\$0.0	\$5.8
DeCA	-\$5.1	\$0.0	\$0.0	\$0.0	-\$5.1
DIA	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
DISA	\$303.3	\$219.5	\$0.0	\$0.0	\$522.8
DLA	\$868.1	\$73.7	\$0.0	\$0.0	\$941.7
DMEA	\$20.8	\$69.8	\$0.0	\$0.0	\$90.6
DoDEA	\$11.9	\$0.0	\$0.0	\$0.0	\$11.9
DTRA	\$1,091.2	\$19.2	\$0.0	\$0.0	\$1,110.4
Joint Staff	\$4,150.6	\$5.0	\$0.0	\$0.0	\$4,155.7
MDA	\$388.9	\$1,235.3	\$0.0	\$0.0	\$1,624.2
NGA	\$730.6	\$444.9	\$0.0	\$0.0	\$1,175.5
NSA	\$2,142.2	\$2,255.8	\$0.0	\$1,221.2	\$5,619.2
OUSD(AT&L)	\$2,444.2	\$346.6	\$0.0	\$0.0	\$2,790.8
OSD(CAPE)	\$0.0	\$23.5	\$0.0	\$0.0	\$23.5
SOCOM	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
DHA	\$88.5	\$95.3	\$0.0	\$0.0	\$183.8
USUHS	\$143.7	\$0.0	\$0.0	\$0.0	\$143.7
WHS	\$207.1	\$68.9	\$0.0	\$0.0	\$276.0
*** Total	\$138,882.9	\$101,259.5	\$0.0	\$74,491.9	\$314,634.3

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

** For the purposes of reporting use of the funds, the \$3.8 million is reported as a DAWDF obligation

***Numbers may not add due to rounding