OUSD (A&S) Human Capital Initiatives
Defense Acquisition Workforce Development Account (DAWDA)

Desk Operating Guide

September 2023

Human Capital Initiatives (DAU/HCI)
www.hci.mil

FOREWORD

The Department of Defense Acquisition Workforce (AWF) is critical to DoD's success in achieving the National Defense Strategy (NDS) objective to increase lethality and readiness. Congress provided the Defense Acquisition Workforce Development Account (DAWDA) (changed from a Fund to an Account with the subsequent name change in FY 2020) in the Fiscal Year (FY) 2008 National Defense Authorization Act (NDAA) codified in Title 10 United States Code Section 1705 to ensure the defense acquisition workforce (AWF) has the capacity, in both personnel and skills, needed to properly perform its mission, provide appropriate oversight of contractor performance, and ensure that the Department receives the best value for the expenditure of public resources. DoD acquisition leaders further support the NDS by using this funding to cultivate talent by recruiting, developing, and retaining the high-quality military and civilian workforce essential for warfighting success.

During the 1990's the AWF significantly decreased in size due to Post-Cold War reductions. The 1990's downsizing set in motion a mid-career "bathtub" effect – low mid-career year groups insufficient for succeeding the senior, very experienced workforce. In 2008, 57% of acquisition workforce professionals were eligible to retire within 10 years. The combination of the long-term effect of the downsizing, increased demands on acquisition as the nation responded to terrorism, and human capital challenges led to a deliberate effort to rebuild the capacity and quality of DoD's acquisition workforce. Since FY 2008 DAWDA has been crucial in rebuilding the AWF in size to eliminate the "bathtub" as well as improve the AWF training and education level, close critical training gaps and allow the Services, DoD agencies and the DoD Enterprise to pivot to NDS priorities.

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

Abbreviations Used: DACM (Defense Acquisition Career Manager); DATM (Defense Acquisition Talent Manager); DAU (Defense Acquisition University); DMIT (DAWDA Management Information Template); FY (Fiscal Year); HCI (Human Capital Initiatives); UFR (Unfunded Requirement)

1. DAWDA Calendar

1.1. The DAWDA lifecycle flows from user requirement determination to final reporting of initiative execution in a report to Congress. Fiscal year DAWDA activities overlap as the next fiscal year planning activities are conducted months ahead of the current fiscal year while final reporting activities are conducted months after the current fiscal year is executed. Note that DMITs are submitted only <u>quarterly</u> by agencies. Below is a notional calendar of events demonstrating the lifecycle of DAWDA activities during a calendar year (CY) with overlapping fiscal year activities:

Activity/Actions (In a Calendar Year)	POC	Month
DAWDA Monthly Managers' Meeting	HCI/Agency	JAN-DEC
Provide FYQ2 Funding	HCI	JAN
Quarter 1 Reporting (Submit DMIT)	Agency	JAN
Provide POM FY+2 and FY+1 Fiscal Guidance	HCI	FEB-MAR
Provide POM Input Training	HCI	FEB-MAR
Submit POM (FY+2,1) Requirements to HCI	Agency	MAR-APR
Quarter 2 Reporting (Submit DMIT)	Agency	APR
Conduct Mid-Year Execution and Accomplishments Review	HCI	APR
Provide FYQ3 Funding	HCI	APR
Provide Weekly Execution Update	Agency	JUN-JUL
Conduct Pull-Backs (based on FY Performance)	HCI	JUN-SEP
Provide Final UFRs (based on priority and available funds)	HCI	JUN-SEP
Quarter 3 Reporting (Submit DMIT)	Agency	JUL
Provide FYQ4 Funding (based on FY Performance)	HCI	JUL
Provide FY Close-Out Guidance/Instructions	HCI	AUG
Provide FY+2,1 Program Level Guidance	HCI	JUL-SEP
Provide FYQ1 or CR Funding (Per Guidance)	HCI	OCT
Provide Prior Year (FY-1) Final Q4 Report (Submit DMIT with Accomplishments Data)	Agency	NOV
Provide current FY revised DMIT Training	HCI	DEC
Happy Holidays	HCI/Agency	End of DEC

2. DAWDA Eligibility Criteria.

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

2.2. Components shall use DAWDA for AWF personnel that meet position certification requirements (or are within the grace period for meeting position requirements) and meet Continuous Learning (CL) requirements. Components may use DAWDA for AWF personnel

who do not meet certification and CL requirements, but only to complete mandatory certification courses required to achieve position certification.

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

2.4. Continued Service Agreements (CSAs): CSAs are required, whenever possible / practical, for any DAWDA-funded initiative, event, or training which requires a substantial investment (e.g., Executive Education or Leadership Training). The CSA period of service should equal at least three times the length of the training, to begin upon the employee's return to duty following training completion. Substantial investment is more than two weeks in duration or greater than $10,000 in cost, but component / local or DoD CSA policies take priority.

3. Responsibilities.

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

3.1.1. Develop enterprise strategies and guidance with Functional Area Leads (FALs) and Service/Component Directors for Acquisition Career Managers (DACMs) and Director for Acquisition Talent Management (DATM) coordination, to achieve the objectives of the AWF program and use the DAWDA in support of improving recruitment, training, development, and retention of AWF personnel.

3.1.2. Execute the DAWDA to support strategic planning, management, and execution of the fund.

3.1.3. Provide detailed Program Objective Memorandum (POM) guidance and detailed instructions to DAWDA users for submitting proposals (applications) and the annual guidance on allocation and use of DAWDA resources.

3.1.4. Host/facilitate quarterly reviews with all components and functional communities that leverage the DAWDA. The quarterly reviews will be the primary forum for discussion of annual execution to date, issues and challenges and program successes. The second quarterly review will be the mid-year review for the individual DAWDA Programs but may also be conducted as a combined session with all programs as a hosted event.

3.1.5. Provide annual guidance for preparation of the DAWDA Report to Congress or an annual report on DAWDA execution (Year-In-Review) to the FALs and DACM/DATMs via the year-in-review process.

3.1.6. Prepare the DAWDA Report to Congress / year-in-review inputs that highlight accomplishments achieved.

3.1.7. Qualify and provide funding for DAWDA unfunded requests / requirements (as appropriate with funds available), recover under/un-executed DAWDA funds and align funds to an efficient investment line.

3.1.8. Coordinate and conduct Financial Improvement and Audit Readiness (FIAR) activities that prepare DAWDA activities for FIAR audits and account reconciliations including tracking

the quarterly Dormant Account Reconciliation Quarterly (DAR-Q) records distribution and reconciliation by DAWDA users.

3.2. <u>Agency Responsibilities</u>: DAWDA Users such as DACM/DATMs, Agency AWF career managers, DAU, Functional Area Leaders, and others) shall:

3.2.1. Serve as the program manager for their respective Service/Component's DAWDA program.

3.2.2. Collect and provide annual, budget year and Future Years Defense Program (FYDP) DAWDA requirements in support of the Planning, Programing, Budgeting, and Execution (PPBE) process, to include execution (projected obligations) and hiring plans. Requirements and plans should be coordinated with their Service/Component Acquisition Executive (SAE/CAE) (or equivalent) and submitted to DAU/HCI for review and approval.

3.2.3. IMPORTANT: Ensure proposed component DAWDA programs and initiatives are aligned with DoD AWF strategic goals and acquisition executive priorities. Components must provide inputs for each line item <u>including a description of the requirements generation, decision process and description of the process used to test reliability of proposal information</u>. Initiatives MUST be validated and traceable back to an approved agency requirement within the scope of DAWDA.

3.2.4. Report status of funds quarterly to DAU/HCI via the DAWDA Management Information Template (DMIT).

3.2.5. Submit an annual report of DAWDA execution as described in paragraph 6.9. to DAU/HCI.

3.2.6. Integrate and coordinate the collection of requirements for proposals / Program Operational Memorandum (POM) input to use DAWDA, up, down and throughout the organization with an understanding of the requirement's scope, schedule and cost. Ensure support of and linkage to strategic objectives and priorities.

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

3.2.8. Closely monitor the obligation (or lack of obligation) of funding of all DAWDA initiative within the organization and make timely recommendations to re-align investments or return excess funding.

3.2.9. Submit requests for unfunded requirements (UFR) when a critical AWF need arises.

3.2.10. Research and take action to resolve differences in the monthly execution information self-reported in the DMIT to execution information in the monthly Defense Finance and Accounting Service (DFAS) 1002 report and SF133 report.

3.2.11. Ensure proposals / Program Objective Memorandums (POMs) comply with call-for-proposal guidance and are supported by:

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

- Accurate schedule and performance estimates and timelines;

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

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

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

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

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

- ***Important***: <u>Ensure that proposed initiatives are validated and traceable back to an approved agency requirement within the scope of DAWDA</u>.

3.2.12. Respond to financial audit requests and actions as requested by DAU/HCI (e.g., providing information on products and services received through DAWDA funding and reconciliation of aged accounts).

3.2.13. Complete all FIAR Dormant Account Review Quarterly (DAR-Q) records reconciliation within the quarterly timeframe for any agency records presented.

3.2.14. Functional Area Leaders are required to coordinate enterprise initiatives with Service/Component DACMs and DAU to avoid duplication of initiatives. All functional area training requirements shall be submitted through DAU.

3.3. DAWDA Managers manage the day-to-day execution and operation of DAWDA within the components and subordinate organizations for their respective DACM/DATM. Although an annual appropriation to fund DAWDA may have a multi-year period of availability (POA), the expectation is to manage and execute current year funding within the current year. DAWDA Managers shall:

3.3.1. Execute DAWDA in accordance with this guidance and component guidance.

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

3.3.3. Prioritize and fully use DAWDA funds to meet requirements.

3.3.4. Ensure local leadership is aware of DAWDA and its intended purposes.

3.3.5. Adhere to DoD financial management principles.

3.3.6. Meet DAWDA reviews and reporting requirements:

- Monthly program execution and hiring status (if applicable) as requested.

- Quarterly reviews using the DMIT to review execution and accomplishments.

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

- Weekly data execution reporting (e.g. June/July 80/20 Rule data collection for determination of any holdbacks, returns or UFRs paid).

***80/20 Rule: This OUSD(C) rule is a statutory limitation included in the appropriation bills. DOD is subject to a statutory limitation that states that not more than 20 percent of 1-year appropriations may be obligated during the last 2 months of the fiscal year. Thus, 80% of funding provided must be obligated by 31 July. Anything less than 80% obligated by 31 July must be returned to OUSD(C).

- Other meetings or reviews as required by DAU/HCI for DAWDA program management purposes.

3.4. Approved Program Changes / Realignment between Line Items or Funds Return:

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

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

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

4. Annual DAWDA POM Process

4.1. The budget year program request requires that DAWDA users identify their DAWDA needs and provide a business case with clarity for future funding being requested tied to DoD and agency goals and strategies. HCI will collect FY+2 agency DAWDA program requirements, FY+1 adjusted DAWDA program requirements and FYDP estimates. The FY+1 input should draw from agency's previous year POM submission. DAU/HCI will provide the POM input fiscal guidance, to include guidance for identifying projected funded and unfunded requirements

4.2. Notional POM Schedule of Events: Annual POM inputs will typically be due in April to provide time for reviews, adjustments, and preparation for the June POM brief to the USD(A&S). The notional schedule includes:
- February/March: HCI provides program guidance and templates to DAWDA Programs.

- February/March: HCI provides POM template training.

- March/April: Agencies complete their FY+2 and FY+1 DAWDA requests and submit to HCI. Agencies will provide back to HCI:

    1. Completed POM Templates (FY+2 and FY+1 requirements and business cases).
    2. Certification Cover Memo signed by the Component Acquisitions Executive (CAE) or equivalent.

- May-August: HCI evaluates agency submissions and conducts Q/A sessions as needed.

- August: HCI provides agencies their final POM funding guidance

4.3. Documentation: At a minimum, DAU/HCI will provide the following guidance in the annual call for POM inputs:

    4.6.1. DAWDA Program Guidance (including statutory required guidance)

    4.6.2. DAWDA Proposal Guidance (funding level)

    4.6.3. DAWDA Proposal Template (MS Excel)

    4.6.4. DAWDA Proposal Official Submission Memo template (MS Word)

4.4. Input Detail: The input shall be in sufficient detail to document the nature of the justification and the execution plan for the proposed program. Agency submissions shall clearly demonstrate the value and impact that the funding will have on the Agency's AWF to include the following:

    4.4.1 General Description and Justification (what and why): Agencies are to provide a detailed description of each initiative. This description should include a detailed explanation of the goods and/or services to be acquired. Specifically, agencies shall describe what it is doing with the funding such as the name of the course, product, or service being obtained, the number of individuals trained or benefitting from the purchase, and other details. The description should tie to the agency's requirements validation. Provide as much detail as possible to include spelling out of acronyms.

    4.4.2 Execution Plan, including deliverables and milestones (when and how): Agencies are to provide a detailed plan on how its organization will obligate the funds including major milestones, deliverable dates, closeout and other significant dates. The execution plan shall express if the goods or services being acquired will be provided by government (such as DAU) or external vendors. Additionally, the agency shall express how it will ensure the funds (by line item) are executed according to spend plans and within the required schedule.

    4.4.3 Outcomes/Metrics (how measure success): Agencies shall describe what success at the culmination of each request initiative looks like. Outcomes and metrics would closely tie to execution plans. For example: <organization> plans to acquire xxx by yyy date; train xx acquisition workforce members on these zzz courses on these dates, etc.

4.5. Proposed Initiatives (General Completion Guidance): Proposals shall at a minimum, comply with the following general guidance:

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

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

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

4.5.4. Proposed initiatives must consider and address gaps in the component's capacity and reduce skills associated with mission critical acquisition functions.

4.5.5. Proposals must be supported by documented workforce planning and an executable/sustainable (next fiscal years as required) spend plan.

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

4.5.7. All proposed initiatives are subject to approval by the Director, DAU/HCI and availability of funding.

4.6. Certification Cover Memo: By signing the memo, the component/organization acquisition executive or deputy (or equivalent), confirms that proposed initiatives support strategic goals and workforce requirements, are identified by priority, have been fully coordinated within the component, and comply with guidance provided by DAU/HCI.

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

5. DAWDA Proposed Initiatives and Categories.

5.1. DAWDA Initiative Categories: Since 2018, DAWDA has had five (consolidated) investment line items/categories of spending as described in table 1:

Line Item Number	Definition
1	Training and Development
2	Management Support, Analytics and Tools
5	Recruiting, Retention and Recognition Initiatives
7	Hiring (including Student Interns, Entry level, Journeyman, Experts and Highly Qualified Experts) -Very limited use allowed since 2021
12	Student Travel - Restricted to Defense Acquisition University use only

Table 1 – Line-Item Definitions

5.2. Line Item details.

5.2.1. Training and Development – Line Item 1

5.2.1.1. Line Item 1 Purpose – Components provide AWF personnel training and development to meet individual and workforce capability requirements.

5.2.1.2. Objectives/Guidance:

- Provide and continuously improve certification training, targeted training and available on-the-job resources for personnel performing acquisition functions.

- Develop and provide continuous development, experience, and exchange programs beyond required certification; leverage coaching/mentoring opportunities; increase workforce achievement of key experiences and leadership development.

- Sustain required capacity and reduce skill gaps associated with mission critical acquisition functions.

- Improve development of future leaders throughout the career lifecycle.

- Use commercial sources through funding registration fees, classroom or on-line training, training development, or training facilitation, as appropriate.

- Restrict advanced education funding to career-related courses and degrees regardless of the level of degree sought.

- Expend funds for mandatory DAU DAWIA certification training equivalency courses, limited to only those classes that are at maximum capacity for the operating year.

5.2.1.3. Line Item 1 Examples:

- Career acquisition training and development leading to DAWIA certification appropriate to the level of acquisition responsibility.

- Advanced education – mandatory or elected academic education necessary to support the AWF including education at private institutions to include bachelors, masters, doctoral, or certificate training such as Project Management Professional (PMP). All education funding should be in a career-related program and should address an organizational skill gap being closed/fulfilled.

- Leadership training – leadership development at all levels of the AWF including executive leadership programs from private educational institutions (e.g., Franklin Covey's "Leading at the Speed of Trust" coursework), federally developed leadership programs (e.g., the Federal Executive Institute's "Leadership for a Democratic Society"), or local Service/component self-developed leadership programs.

- Functional area/competency training – training or material costs related to a functional area such as contract source selection training, use of commercial cost estimating tools, or "How to Break Software."

- Conferences/seminars/symposiums – examples include DoD Cost Analysis Symposium, National Defense Industrial Association, or DoD Small Business Conference.

- Continuous learning/general acquisition training – examples include "Team Problem Solving," "How to Turn Data into Compelling Visual Presentations," or "Better Business Writing."

- CO-OP/college programs/training development – examples include tuition reimbursement for Pathways and other college intern programs, development of computer-based training, or development of training curriculum.

- CYBER education and training development – examples include CISSP Course, Cybersecurity and Logistics, or commercially available cyber training.

- Rotational assignments – the travel costs associated with the developmental activity or assignment located outside the commuting area of the member's assigned duty location.

- Travel expense for training opportunities – travel costs associated with training activities (excluding travel for Defense Acquisition University certification training already provided separately to DAU for further allocation to the services/components).

5.2.1.4. Line Item 1 Accomplishments metrics: At a minimum, components should maintain data on costs, number of classes, number of attendees, and career field of attendees and report these metrics to DAU/HCI quarterly throughout the program operating year. End of year data regarding attendee numbers and costs will be collected by DAU/HCI for development of the annual Report to Congress and year-in-review.

5.2.2. Workforce Analytics and Tools– Line Item 2

5.2.2.1 Line Item 2 Purpose: Efforts funded under this Line Item support human capital and talent management of the AWF. Efforts under this line item also support development of acquisition tools and methodologies, performing research, and executing practices that will improve defense acquisition.

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

5.2.2.3. Examples: Some examples of workforce analysis and tools include:

- Workforce benchmarking studies (e.g., best practices across the life cycle of talent management)

- Workforce assessments (e.g., competency and gap analyses)

- Workforce requirements planning (e.g., research supporting succession planning and emerging critical skill needs)

- Tools that enhance agile and effective use of acquisition authorities, e.g., the Acquisition Requirements Roadmap Tool (ARRT)

5.2.3. DAWDA Management Support – Line Item 2 (Only as approved by HCI)

5.2.3.1 Purpose: DAWDA funding may be used for labor costs of personnel that manage the Account.

5.2.3.2 Guidance: Criteria for proposing use of DAWDA follows:

- An annual approved program of $1 million or greater.

- Proposed in a separate proposal request change form (PRCF) as part of annual proposal/POM input; and approved by Director, DAU/HCI.

- Amount shall not exceed 2% of the approved FY program.

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

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

5.3.4.2. Objectives/Guidance:

- DAWDA may be used for targeted incentives for recruiting and retention. Components must use documented plans, coordinated with the component HR, to support use of monetary incentives. Monetary incentives must not be used in a manner that causes employees' expectation of receiving the incentive as part of regular compensation.

- Monetary incentives must comply with statutory requirements as well as federal, DoD and local policy and guidance.

- In addition to appropriate use of monetary incentives, components must also demonstrate equal consideration and proactive use of non-monetary incentives.

- Must be used to establish and strengthen an enduring talent base and recruitment pipeline.

- DAWDA may be used for cash on-the-spot awards to recognize special achievements. The award should not be based on general overall performance, but on a specific accomplishment worthy of recognition.

- DAWDA may be used for recruiting and outreach such as college career days, diversity recruiting events, STEM recruiting and hiring functions, career and hiring advertisements, and branding initiatives.

- DAWDA permanent change of station funding should be used on a limited basis for critical AWF positions and should not be used for normal rotation from overseas assignments.

- DAWDA may be used for tuition reimbursement or student loan repayment at the undergraduate and graduate level for qualified programs that address component gaps or lead to improved component operations. Although DAWDA can be used for recruitment or retention, a best practice is to use DAWDA as a retention incentive for experienced early-career employees (7–10-year point).

5.3.4.3. Examples:

- Recognition Awards
- Recruiting Incentives (5 CFR 575 Subpart A)*

- Permanent Change of Station – Full**

- Permanent Change of Station – Partial*

- Permanent Change of Station – First Duty Station Move*

- Relocation Incentives (5 CFR 575 Subpart B)*

- Retention Incentives (5 CFR 575 Subpart C)*

- Student Loan Repayments – Retention**

- Student Loan Repayment – Recruiting**

- Tuition Reimbursement***

- Hiring Outreach

    * Minimum one year CSA required

    ** Three-year CSA required

    *** Three times the length of training

5.3.4.4. DAWDA managers should maintain metrics on costs, number of awards, incentives, PCS by type, student loan repayments, and career field of recipient. Hiring outreach metrics must include colleges and specialty events attended and resultant hiring by career field. DAWDA users are required to report these metrics to DAU/HCI on a regular basis throughout the program operating year.

5.3.5. Hiring - Line Item 7 (Limited use since 2021)

5.3.5.1. Purpose – To ensure the AWF is sustained and maintained at appropriate levels with adequate capacity and skills (capability and readiness) in a succession pool of workforce members to ensure effective (5–7-year horizon) talent recruitment, succession, and readiness that mitigates major experience loss and enables the succeeding workforce to seamlessly assume major complex acquisition responsibilities.

5.3.5.2. – Objectives/Guidance:

- DAWDA may not be used to pay the base salary of any person who was an employee of the Department serving in a position in the acquisition workforce as of January 28, 2008, and who has continued in the employment of the Department since such time without a break in such employment of more than one year.

- *The use of DAWDA for hiring is limited and by exception*. DAWDA Managers shall request the use of Line Item 7 to DAU/HCI.

- DAWDA shall not be used to offset civilian personnel shortfalls of the AWF.

- New employees must be assigned to an acquisition career field with a required certification level. College internships are to be targeted toward a technical or non-technical career field, and at program completion, placement as a full time AWF employee placed in an appropriate acquisition career field.

- New hires may be funded with DAWDA for up to three years, subject to availability of funding. Specifically, entry level and expert/highly qualified expert hires may be funded for up to three years, journeymen for up to two years, and interns for the length of time it takes to reach the initial qualifying degree or for three years, whichever is less. DAWDA users must report new hires (on-boards), end strength and full-time equivalents as requested in the monthly DAU/HCI DMIT report and as otherwise required by DAU/HCI.

- Long term planning for post-DAWDA continuation of each billet must be conducted. DAWDA hiring assumes the incumbent will fill an existing, within base funding level, authorized position upon completion of funding by DAWDA. Components are responsible for planning the transition of DAWDA hires to base funding.

- Hiring categories/definitions:
  - Student intern – Full time currently enrolled college/university students meeting the equivalent qualifications of the Pathways or other DoD student internship programs.

  - Entry level – Typically GS05/07/09 in a development program with a full performance level of GS11 or GS12 (or equivalent).

  - Journeymen – Experienced employees from outside DoD such as retired military or seasoned industry candidates. Typically, GS12 or GS13 (or equivalent) level.

  - Experts – Subject matter experts typically at the GS14 or GS15 (or equivalent) level.

  - Highly qualified experts (HQEs) – Formal OPM program at the executive level.

- Overhead burden rates shall not exceed 30% of total salary costs.

5.3.5.3. DAWDA managers are responsible for maintaining metrics on number hired, labor and overhead costs, non-labor costs, incentives paid, hiring grade and step, career field, and attrition by type of hire and are required to report these metrics to DAU/HCI on a regular basis throughout the program operating year

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

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

5.3.6.2. Objectives/Guidance: This funding is further allocated to each Service's Defense Acquisition Career Manager (DACM)/Defense Acquisition Talent Manager (DATM) and the 4th Estate DACM to be used exclusively for travel funding associated with attendance at DAU DAWIA certification courses in accordance with their usage guidance.

6. DAWDA Funding Process.

6.1. Funds Release.

6.1.1. DAWDA direct appropriations or funding from continuing resolutions will be allocated upon receipt at DAU/HCI to components in October for use on the approved program of record. Quarterly allocations will be made at the beginning of each quarter in the amount allowed through direction of the OUSD(C) (Comptroller).

6.1.1.1. Q4 Allocations: Q4 allocations are typically 10% (remaining program funding) based on OUSD(C) direction and may be withheld if component total execution is at risk of not meeting the OUSD(C) 80/20 Rule of 80% execution by 31 July.

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

6.1.3. Unfunded Requests (UFRs).

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

6.1.3.2. The request shall meet all requirements for the annual POM inputs detailed above regarding DAWDA POM Inputs.

7. DAWDA Reports / Reporting.

7.1. Quarterly Report Fund Execution and Hiring Status.

7.1.1. DAU/HCI will issue guidance and a template for DAWDA program quarterly review inputs in a timely manner for completion by the component prior to the review. HCI will conduct quarterly DAWDA reviews once data from official reporting sources and the components has been collected (approximately 2 weeks after the end of a fiscal quarter). The purpose of the quarterly reviews is to evaluate program execution to the approved program of record, and to provide a forum for sharing of challenges, issues, lessons learned and best practices. Each subsequent review will focus more intently on a component's ability to fully (100%) execute its DAWDA program in both dollars and hiring (if planned).

7.1.2. A detailed DAU/HCI DAWDA reporting template (in the form of an Excel spreadsheet called the DAWDA Management Information Tool (DMIT)) shall be completed and submitted quarterly to DAU/HCI by all DAWDA users.

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

7.1.4. The quarterly DMIT will be used by DAU/HCI to assess program execution status.

7.1.5. The third quarter (Q3) reviews conducted approximately at the beginning of August, will be used as a final determination as to whether a component is capable of fully executing its DAWDA program. Components that are determined to not be able to fully execute their DAWDA program, even after full consideration of realignment of funding in investment lines, will be required to return funds to DAU/HCI for reprogramming to components with executable unfunded requirements (UFRs).

7.2. Q3 80/20 Rule Weekly Execution Reviews.

7.2.1. OUSD(C) 80/20 Rule (see above) requires that any funding less than 80% executed as of 31 July be returned to OUSD(C). Leading up to 31 July, HCI will closely monitor DAWDA User execution through official DFAS reporting and the conduct of weekly execution reviews. Weekly execution reviews will typically begin at the end of May to provide sufficient information for HCI to make Q4 funding allocation holdback or any program decrease/return decisions.

7.2.2. Get-Well Plans (if required). HCI will request "Get-Well" plans from DAWDA Users that indicate their 31 July execution will not meet the 80% level by 31 July and continue to monitor progress as necessary. Also, HCI may require additional discussions / meetings to more closely monitor the DAWDA User's ability to meet the 80/20 Rule.

7.3. Year-in-Review Report/Reporting.

7.3.1. An annual year-in-review report from all DAWDA users is required for standardized reporting of DAWDA execution and accomplishments for the most recent program year. The report will highlight program successes and accomplishments and will be used to compile a report to Congress, as required. DAU/HCI will provide a year-in-review template for submission of inputs. Components must include a description of the process used to test reliability of year-in-review input information in their year-in-review submission.

7.3.2. The importance of quantifying successes, accomplishments and AWF improvements made with DAWDA cannot be understated and shall be reported in the year-in- review and submitted to Congress.

8. Financial Improvement and Auditing Reporting (FIAR) Activities.

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

8.2. Auditing: DAU/HCI will periodically audit component use of DAWDA to determine the overall risk of a component's funds (i.e., funds are used for the intended purpose in the intended amount and adequate funds controls are in place). HCI may request financial transaction and accounting records, reports or other evidence that substantiate the use of DAWDA funds for the intended purpose.

8.3. Records Reconciliation: The DoD FIAR office coordinates DAR-Q activities. Each quarter, a new set of dormant financial records will be provided to agencies, including dormant DAWDA financial records. As expressed above, DAU/HCI will coordinate the distribution and tracking of

each quarterly DAR-Q records distribution to DAWDA Managers. DAWDA Managers shall ensure the records are received, managed and reconciled within the timeframe provided.

9. Resources.

9.1. DAWDA information and annual reports can be found at: http://www.hci.mil.