

Department of Defense Acquisition Workforce Development Account

2020 Annual Report



Human Capital Initiatives Office of the Under Secretary of Defense for Acquisition & Sustainment

August 2021

The estimated cost of this report or study for the Department of Defense is approximately \$75,000 for the 2021 Fiscal Year. This includes \$25,000 in expenses and \$50,000 in DoD labor.

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1. FY 2020 Defense Acquisition Workforce Development Account Program Overview

The DAWDA was established in the National Defense Authorization Act for FY (FY) 2008 (Public Law 110-181), at Title 10, United States Code, section 1705. The statutory purpose of DAWDA is “to ensure the Department of Defense (DoD) 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.” This report meets the requirement of the Joint Explanatory Report accompanying the FY 2021 Consolidated Appropriations Act, Public Law 116-220, which directs the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) to provide the Defense Acquisition Workforce Development Account (DAWDA or “the Fund”) Annual Report.

The DoD acquisition workforce supports the National Defense Strategy (NDS) to provide for the Nation’s security while gaining full value of every taxpayer dollar spent on defense for developing, acquiring, and sustaining operational capability for the Warfighter. The DoD has used the DAWDA to rebuild the acquisition workforce size since 2008 by 47 percent, from 126,000 to 185,000, including rebuilding the program management workforce by 42 percent, engineering by 30 percent, and contracting by 22 percent. Enabled by DAWDA, the DoD enhanced workforce succession readiness by eliminating the “bathtub” of low year group levels of civilian early and mid-career year groups. The DoD also leveraged DAWDA to increase education levels – those in the workforce with a bachelors or graduate degree increased from 29 percent to 40 percent since 2008.

FY 2020 senior DoD leadership decisions reduced planned DAWDA funding levels as part of realigning resources to meet higher NDS priorities. After a comprehensive review, the Secretary of Defense assessed that DoD had accomplished restoring the size and capacity of the AWF. Subsequently, the FY 2021 President’s Budget Request recommended \$202 million of the prior planned \$400 million annual DAWDA funding level be made available for the higher NDS priorities. Components, aligning to the leadership decisions, prudently de-scoped FY 2020 hiring initiatives during the year of execution in anticipation of the approximate 50 percent reduction in planned FY 2021 funding. Additionally, the President’s FY 2021 budget request also included shifting \$140 million of the remaining \$198 million in planned DAWDA to the Military Departments as Operational and Maintenance funding (vice DAWDA). While Congress did identify \$96 million of the \$400 million in FY 2020 DAWDA funding specifically for USD(A&S) priority initiatives, including critical hires, the total of DAWDA changes led DoD components to minimize DAWDA-funded targeted hiring as a long term strategic workforce improvement initiative. With the additional impact of the COVID-19 environment on hiring in FY 2020, DAWDA-funded new hires in FY 2020 were down 70 percent from FY 2019.

A significant success story during FY 2020 was the Defense Acquisition University (DAU) response to the Department-wide COVID-19 stop-movement (e.g., travel for training) impacts. DAU suspended in-class training at its six regional campuses on March 13, 2020. However, DAU pivoted quickly and replaced the in-class training with Virtual Instructor Led Training to successfully provide the equivalent of 25,000 seats of required certification training. Additionally, with all travel associated with in-class AWF training canceled, Components,

funded by DAWDA, pivoted quickly to prioritize online acquisition-related training for the all-hands telework defense acquisition workforce. The workforce stepped up and increased its completion of online training, an effect which is reflected in the report's data.

Examples of FY 2020 highlight results enabled by DAWDA include:

- The Army invested in retention by using student loan repayments for 895 employees with high priority skills.
- Navy's Naval Information Warfare Systems Command (NAVWAR) utilized the Department of the Navy Cybersecurity Risk Management Framework (RMF) computer-based training with over 70 courses and delivered directed cyber security training to more than 2,600 students.
- The Department of the Air Force invested heavily in workforce education, utilizing the Acquisition Civilian Tuition Assistance and STEM+M programs. Over 1450 employees completed courses toward their Master's or PhD degrees at Universities throughout the country, supporting their individual professional development plans.
- DAU graduated 41,919 students from traditional "classroom" courses, with 21,643 graduates from its COVID-19 quick response deployment of Virtual Instructor Led Training (VILT), the highest of any prior year.
- DAU conversion of training content to online training resulted in 811,313 online learning modules being completed by students, comprised of 644,023 continuous learning module graduates and 167,290 distance learning course graduates.
- The Fourth Estate Director, Acquisition Career Management (DACM) sponsored one hundred and sixty two (162) acquisition workforce members to attend nominated-education events such as the Harvard Leadership Communication Course, the University of Virginia, Darden School of Business Insights into Industry Management Course, and the Naval Postgraduate School Master of Science in Contract Management and others.
- Joint Staff developed, in less than 100 days, an online version of the Joint Operational Contracting Support (OCS) Planning and Execution Course (JOPEC) to continue its training mission and resulting in 122 graduates.

For more detail and additional examples, please see the Highlights section of this report.

2. FY 2020 DAWDA Program Execution:

The DoD executed the FY 2020 DAWDA program in two major parts: the baseline \$304 million program and a \$96 million program for three Appropriations Act-provided DoD critical acquisition workforce initiatives supporting the Under Secretary of Defense for Acquisition and Sustainment. DoD executed \$331.8 million (109.2 percent) for the baseline program, achieving this by using prior year carryover, and executed \$20.5 million (27.2 percent) of the funding set aside for the three critical initiatives which are planned for execution during FY 2020 and FY 2021.

The 109.2 percent execution rate compares to the last three fiscal years of execution at or near the 100 percent rate: 2019 (100 percent), 2018 (99 percent), 2017 (99 percent). In prior

fiscal years, DoD provided advance funding (planned carryover) prior to the start of the following fiscal year (with multi-year funds) to enhance continuity of initiatives such as sustained labor and tuition assistance. In spite of the impacts of COVID-19 (starting in March 2020) on training requiring travel, the Services and DoD Agencies collectively fully executed their DAWDA FY 2020 programs.

Ninety-six (\$96) million of the \$400 million in appropriated FY 2020 DAWDA funding provided was set aside by the FY 2020 Appropriations Act for DoD critical acquisition workforce initiatives: \$26.6 million for implementation of the Science, Mathematics, and Research for Transformation (SMART) Corp. This is a Reserve Officer Training Corps (ROTC)-like program for civilians which the initial DoD plan reported to Congress in August 2020 identifies as the Defense Civilian Training Corps (DCTC). The initially-planned DCTC would place ROTC-like units at colleges and universities with a priority focus on meeting modernization priority (i.e. critical technologies) skill gaps through a curriculum designed for applied learning to strengthen the DoD Science, Technology, Engineering and Mathematics (STEM) pipeline. Additionally, the \$96 million set-aside provided \$48 million for DAU transformation and \$21.4 million for Military Department critical acquisition workforce skills hiring initiatives. In FY 2020, \$7.2 million of the critical acquisition workforce skills hiring and \$13.4 million of DAU transformation was executed. Overall, 27.2 percent of this funding was executed in FY 2020 with execution of the two-year funding also planned for FY 2021. Each initiative required a plan, which were submitted to Congress, as required, prior to executing the funding. These plans were submitted by the third quarter of FY 2020.

Seventy-five percent of FY 2020 DAWDA executed for the baseline program was used for training and development (58 percent in FY 2019), 0.62 percent in studies, analysis and tools (5.6 percent in FY 2019); 6.7 percent in recruiting, retention and recognition (7.8 percent in FY 2019); and 17.6 percent for hiring and labor sustainment (28.4 percent in FY 2019). The shift from hiring and labor sustainment to training and development reflect the shift away from hiring initiatives as a long term workforce improvement strategy.

Training and Development Initiatives

The total of DAWDA-funded training activities remained level with a slight increase from 912,298 in FY 2019 to 913,394 in FY 2020. Contracting, Program Management, and training reported as supporting multiple career fields were the three largest categories of training activity graduates reported by career field.

The Services represented 4 percent of total DAWDA-supported training activity graduates in FY 2020. The number of Services-reported training activities declined by 46 percent from FY 2019. The top 3 Services career fields with training activities reported were Contracting (20 percent of Services total training activities), Engineering (19 percent) and Facilities Engineering (13 percent). The primary reduction in Services FY 2020 DAWDA-funding training was in Advanced Education Classes (87 percent reduction from FY 2019), followed by a 49 percent reduction in reported Continuous Learning training and 26 percent reduction in career field training.

DAU represents the balance of 96 percent of total DAWDA-supported training. The reductions noted for the Services contrasts with an increase in the acquisition workforce taking DAU training in FY 2020. DAU reported an increase in the number of training graduates;

increasing from 821,601 graduates in FY 2019 to 853,237 in FY 2020 (+31,636 or 4 percent). DAU experienced increases in graduates in certain categories of training provided. Continuous Learning activity graduates increased from 622,613 total graduates in FY 2019 to 644,023 graduates in FY 2020 (+3.4 percent). DAU's training categorized as supporting multiple career fields also increased, from 461,274 graduates in FY 2019 to 482,966 in FY 2020 (+5 percent). Engineering career field training graduates increased from 39,275 in FY 2019 to 51,695 in FY 2020 (+31.6 percent).

Figure 1 – FY 2020 DAWDA-Funded Training and Development Initiatives by Career Field

FY20 DAWDF Funded Initiatives by Supported Career Field (Services Only)	CON	ENG	FE	Financial Mgt	PM	Supports Multiple Career Fields	LCL	T&E	IT	STM	Cost Est.	PQM	SB	IPM	PUR	AUD	FY20 Total	FY20 %
Career Field/Competency Training Seats	1,477	2,938	2,604	1,181	1,398	2,551	365	840	223	201	46	79	22	0	5	0	13,930	38.86%
Other Training Activities	1,631	2,144	34	978	1,063	88	1,025	371	157	42	186	20	0	11	3	0	7,753	21.63%
Leadership Training Seats	2,195	616	227	543	749	783	412	219	140	199	52	90	0	5	0	0	6,230	17.38%
Continuous Learning / General Acquisition Training Seats	1,456	298	1,726	580	183	5	215	1	564	82	93	3	0	0	0	0	5,206	14.52%
Advanced Education Classes	198	517	0	56	144	2	223	86	4	14	34	5	10	0	0	0	1,293	3.61%
Conferences / Seminars / Symposium Attendees	141	29	52	5	32	2	13	25	13	3	23	3	138	0	0	0	479	1.34%
CYBER Education Seats	25	183	0	0	0	15	1	85	119	2	0	0	0	0	0	0	430	1.20%
Competency Management Assessments	3	1	29	228	1	0	0	0	2	0	0	0	0	0	0	0	264	0.74%
Training Courses Developed	13	17	0	14	18	37	3	0	1	0	0	4	0	0	0	0	107	0.30%
Rotational Assignments	12	5	12	9	7	26	6	1	4	0	2	0	0	0	0	0	84	0.23%
Workforce Planning Initiatives	0	0	0	7	0	0	0	0	33	0	0	0	0	0	0	0	40	0.11%
CO-OP/College programs	0	5	1	0	2	12	9	0	0	0	0	0	0	0	0	0	29	0.08%
Services Training Activities Total:	7,151	6,753	4,685	3,601	3,597	3,521	2,272	1,628	1,260	543	436	204	170	16	8	0	35,845	100.00%
Services % by CF:	19.95%	18.84%	13.07%	10.05%	10.03%	9.82%	6.34%	4.54%	3.52%	1.51%	1.22%	0.57%	0.47%	0.04%	0.02%	0.00%	100.00%	
FY20 DAWDF Funded Initiatives by Supported Career Field (DAU Only)	CON	PM	Supports Multiple Career Fields	ENG	LCL	PQM	Financial Mgt	T&E	Cost Est.	IPM	IT	FE	STM	PUR	AUD	SB	FY20 Total	FY20 %
FY20 Continuous Learning Grads	307,619	158,087	59,609	28,885	32,999	14,148	16,890	9,915	7,090	5,348	0	1,021	2,334	0	0	78	644,023	75.47%
FY20 Distance Learning Grads	20,855	14,470	63,631	20,083	18,067	10,084	4,059	4,582	861	533	3,787	3,534	1,631	710	402	1	167,290	19.61%
FY20 Virtual Learning Grads	6,655	2,368	1,744	2,945	2,245	1,742	1,018	670	417	48	1,166	371	248	6	0	0	21,643	2.54%
FY20 Classroom Grads	6,092	1,983	2,111	2,521	2,231	1,257	1,379	687	340	28	945	544	151	6	1	0	20,276	2.38%
Training Courses Developed	11	13	0	14	10	6	5	0	2	2	2	1	2	1	0	1	70	0.01%
Career Field Total:	341,232	176,921	127,095	54,448	55,552	27,237	23,351	15,854	8,710	5,959	5,900	5,471	4,366	723	403	80	853,302	100.00%
Career Field %	39.99%	20.73%	14.89%	6.38%	6.51%	3.19%	2.74%	1.86%	1.02%	0.70%	0.69%	0.64%	0.51%	0.08%	0.05%	0.01%	100.00%	
FY20 DAWDF Funded Initiatives by Supported Career Field (Other than Services or DAU)	Supports Multiple Career Fields	CON	AUD	PQM	PM	BUS-CE	ENG	LCL	BUS-FM	IT	IPM	FE	T&E	PUR	STM	SB	FY20 Total	FY20 %
Advanced Education Classes	6,959	2,176	2	21	1,023	3	46	47	2	30	4	5	0	6	1	0	10,325	42.58%
Career Field/Competency Training Seats	232	1,238	1,881	1,558	170	1,045	208	97	115	12	1	1	3	0	4	0	6,565	27.08%
Continuous Learning / General Acquisition Training Seats	1,939	2,158	5	2	69	11	161	16	9	46	5	7	4	1	1	0	4,434	18.29%
Leadership Training Seats	758	398	70	180	101	7	116	91	29	8	22	2	1	0	0	0	1,783	7.35%
Conferences / Seminars / Symposium Attendees	504	333	0	0	23	0	25	3	13	9	0	3	0	0	0	2	915	3.77%
Other Training Activities	97	1	0	0	2	0	0	0	0	0	0	0	0	0	0	0	100	0.41%
Training Courses Developed	2	7	0	0	20	39	8	0	1	0	0	0	0	0	0	0	77	0.32%
Rotational Assignments	0	17	0	0	0	1	1	9	0	0	0	0	0	0	0	0	28	0.12%
Co-Op/College Program Participants	0	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10	0.04%
CYBER Education Seats	0	0	0	0	0	0	4	0	0	2	0	0	0	0	0	0	6	0.02%
Workforce Planning Initiatives	0	1	0	0	3	0	0	0	0	0	0	0	0	0	0	0	4	0.02%
Competency Management Assessment Participants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Career Field Total:	10,491	6,339	1,958	1,761	1,411	1,106	569	263	169	107	32	18	8	7	6	2	24,247	100.00%
Career Field %:	43.27%	26.14%	8.08%	7.26%	5.82%	4.56%	2.35%	1.08%	0.70%	0.44%	0.13%	0.07%	0.03%	0.03%	0.02%	0.01%	100.00%	
FY20 DAWDF Funded Initiatives by Supported Career Field (Total)	CON	PM	Supports Multiple Career Fields	ENG	LCL	PQM	BUS-FM	T&E	BUS-CE	FE	IT	IPM	STM	AUD	PUR	SB	FY20 Total	FY20 %
Career Field Total:	354,722	181,929	141,107	61,770	58,087	29,202	27,121	17,490	10,252	10,174	7,267	6,007	4,915	2,361	738	252	913,394	100.00%
Career Field %:	38.84%	19.92%	15.45%	6.76%	6.36%	3.20%	2.97%	1.91%	1.12%	1.11%	0.80%	0.66%	0.54%	0.26%	0.08%	0.03%	100.00%	

Hiring

FY 2020 DAWDA-supported new hires declined from 718 in FY 2019 to 219 in FY 2020 (70 percent reduction). Defense Agency DAWDA-funded hires decreased by 95 percent, with 175 hires in FY 2019 to 8 in FY 2020. Hiring by the Services declined from 410 in FY 2019 to

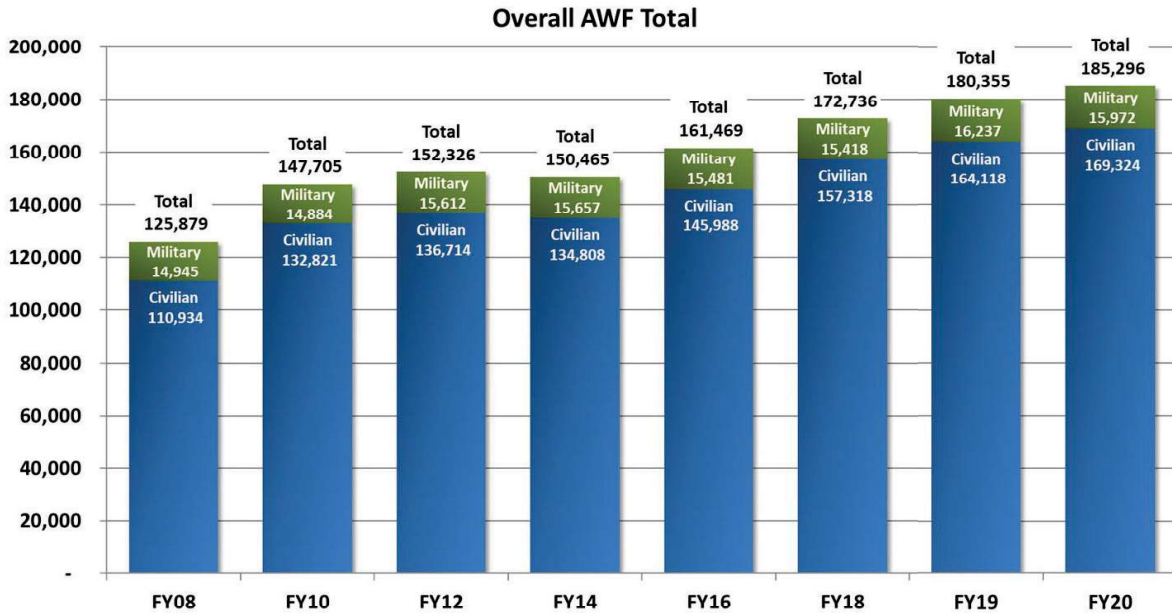
211 in FY 2020. For the Services, Army hiring declined from 60 in FY 2019 to 8 in FY 2020; the Navy from 259 to 155, and the Air Force from 50 to 48 DAWDA-funded hires.

By career field, the Contracting Career Field had the most DAWDA hires in FY 2020 with 81, comprising 37 percent of the overall percentage of total DAWDA hires. The Engineering Career Field and Life-Cycle Logistics had the second most DAWDA hires with 31 each, followed by the IT Career Field with 30 hires. Within the Services, five career fields made up 91 percent of all hiring: Contracting, Engineering, Life-Cycle Logistics, Information Technology, and Financial Management. Figure 2 provides the details of the FY 2020 DAWDA-supported hires.

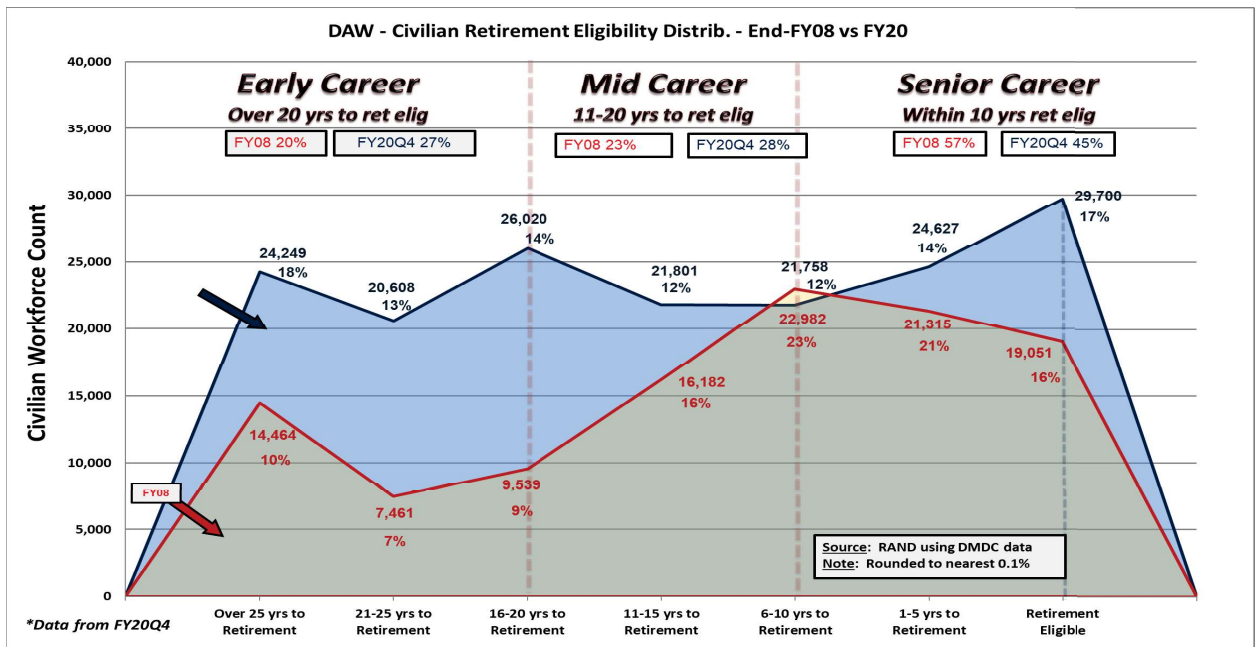
Figures 3 and 4 show the rebuilt workforce size and balanced year group distribution (or shape) of the acquisition workforce, which reflects the significantly improved workforce staffing and balanced year group shape in contrast to FY 2008.

Acquisition Workforce Career Field	Navy	Air Force	Army	MDA	DTRA	Total	% of Total
Contracting	59	19	0	3	0	81	37.0%
Engineering	28	0	2	1	0	31	14.2%
Life Cycle Logistics	21	10	0	0	0	31	14.2%
Information Technology	22	7	0	1	0	30	13.7%
Financial Management	10	10	4	0	1	25	11.4%
Program Management	8	2	2	2	0	14	6.4%
Cost Estimating	6	0	0	0	0	6	2.7%
Facilities Engineering	1	0	0	0	0	1	0.5%
Auditing	0	0	0	0	0	0	0.0%
Industrial Property	0	0	0	0	0	0	0.0%
Prod, Qual & Mfg.	0	0	0	0	0	0	0.0%
Purchasing	0	0	0	0	0	0	0.0%
Science and Technology	0	0	0	0	0	0	0.0%
Small Business	0	0	0	0	0	0	0.0%
Test and Evaluation	0	0	0	0	0	0	0.0%
TOTAL	155	48	8	7	1	219	100.0%

Figure 3 – Defense Acquisition Workforce Size FY 2008 to FY 2020



**Figure 4 – Defense Acquisition Workforce Shape
By Early/Mid/Senior Year Group Distribution
(by Years-to-Retirement Eligibility)**



Recruiting, Retention and Recognition (3Rs) Initiatives

While the number of DAWDA-supported Recruiting, Retention, and Recognition (3Rs) activities (e.g., use of incentives) increased 5 percent in FY 2020 (3,668) over FY 2019 (3,496) the total DAWDA funding for 3Rs decreased. Components shifted use of the 3Rs from recruiting and hiring to retention.

Student Loan Repayment for retention was the number one 3R DAWDA supported activity in FY 2020 with 1,321 events (36 percent of total). This represents a 200 percent increase over FY 2019. The second and third most 3R DAWDA supported activities in FY 2020 were retention incentives (1,181 or 32 percent of total) and recognition awards (288 or 8 percent of total). DAWDA supported recruiting incentives dropped by over 50 percent from FY 2019 to FY 2020.

The Contracting career field remained the number one recipient of DAWDA 3R activities at 1,525 or 42 percent of the total DAWDA funded 3R activities. Use of the 3Rs for the contracting career field increased 34 percent in FY 2019 and increased again by 26 percent in FY 2020. The second highest use of 3Rs is for the Engineering career field. The greatest percentage increase in use of the 3Rs for FY 2020 was for the Business-Financial Management career field, increasing 536 percent from FY 2019 to FY 2020.

The Services executed 2,152 DAWDA supported uses of the 3Rs in FY 2020, an overall 28 percent decrease from FY 2019. The Army increased its DAWDA funded 3R activities to 962 from 537 in FY 2019 or an increase of over 79 percent. Air Force decreased 3R activities by 55 percent from 1,358 in FY 2019 to 607 in FY 2020. The Navy also decreased its 3R activities by 47 percent from 1,101 in FY 2019 to 583 in FY 2020.

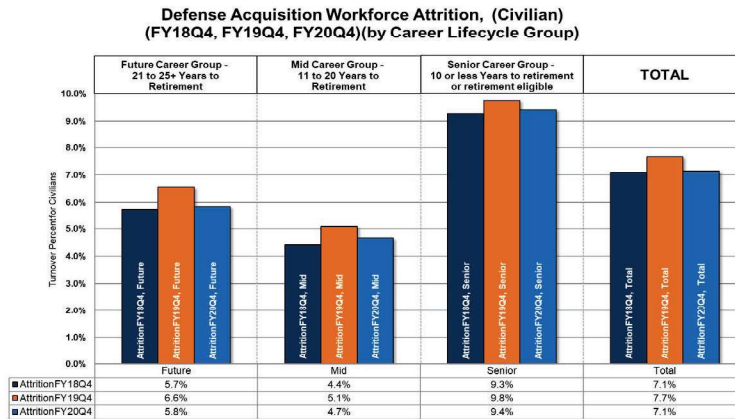
Defense agencies conducted a total of 1,516 3R activities or 41 percent of the total activities conducted in FY 2020, with National Security Agency (NSA) and National Geospatial-Intelligence Agency (NGA) being the most significant users of the 3Rs.

Figure 5 depicts the details use of the 3Rs in FY 2020. Figure 6 shows the early, mid, senior and total attrition rates, providing a comparison of rates for FY 2018, FY 2019 and FY 2020. Attrition rates improved across each category from FY 2019 to FY 2020.

Figure 5 – DoD DAWDA Funded FY 2020 Recruiting, Retention, and Recognition Initiatives

FY20 DAWDA Recruitment, Retention, Recognition Activities (ALL)	CON	ENG	Financial Mgt.	Supports Multiple Career Fields	PM	IT	LCL	STM	T&E	FE	PQM	Cost Est.	PUR	SB	IPM	AUD	FY20 Total	FY20 %
Student Loan Repayment, Retention, Number Paid	482	356	63	134	63	78	61	12	17	22	22	7	4	0	0	0	1321	36.0%
Retention Incentive, Number Paid	791	0	360	0	1	25	1	0	1	0	0	2	0	0	0	0	1181	32.2%
Recognition Awards, Number Paid	116	9	18	0	101	17	14	4	1	1	1	6	0	0	0	0	288	7.9%
University/Career Fair/Hiring Event Visits	34	95	6	36	22	4	6	21	44	6	0	0	0	0	0	0	274	7.5%
Recruiting Incentives, Number Paid	23	111	4	38	16	26	5	37	0	0	0	3	0	0	0	0	263	7.2%
Student Loan Repayment, Recruiting, Number Paid	15	77	8	12	2	21	5	9	0	0	0	2	0	0	0	0	151	4.1%
Relocation Incentives, Number Paid	15	25	0	4	12	1	4	0	2	1	2	0	0	0	0	0	66	1.8%
Other	27	0	16	13	3	0	0	0	0	0	0	0	0	0	0	0	59	1.6%
Marketing Materials Purchase Number	9	9	2	4	1	5	0	0	0	0	0	0	0	0	0	0	30	0.8%
PCS - Full, Number Paid	2	4	0	0	1	1	0	0	1	0	0	1	0	0	0	0	10	0.3%
PCS - First Duty Station Moves, Number Paid	11	8	0	0	5	0	1	0	0	0	0	0	0	0	0	0	25	0.7%
PCS - Partial, Number Paid	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
FY20 DAWDA Recruit, Retention and Recognition Activities Total	1525	694	477	241	227	178	97	83	66	30	25	21	4	0	0	0	3668	100.0%
FY20 DAWDA Recruit, Retention and Recognition Activities %	41.6%	18.9%	13.0%	6.6%	6.2%	4.9%	2.6%	2.3%	1.8%	0.8%	0.7%	0.6%	0.1%	0.0%	0.0%	0.0%	100.0%	
Services FY20 DAWDA Recruiting, Retention and Recognition Activities	ENG	CON	IT	Supports Multiple Career Fields	PM	LCL	Financial Mgt.	STM	T&E	FE	PQM	Cost Est.	PUR	IPM	SB	AUD	FY20 Total	FY20 %
Army	345	329	62	0	46	22	45	12	51	27	12	7	4	0	0	0	962	44.7%
Air Force	180	54	47	199	40	9	6	66	3	0	3	0	0	0	0	0	607	28.2%
Navy	145	183	53	21	61	57	33	0	11	2	13	4	0	0	0	0	583	27.1%
Total 3R Activities (Services Only)	670	566	162	220	147	88	84	78	65	29	25	14	4	0	0	0	2152	100.0%
% 3R Activities (Services Only)	31.1%	26.3%	7.5%	10.2%	6.8%	4.1%	3.9%	3.6%	3.0%	1.3%	1.2%	0.7%	0.2%	0.0%	0.0%	0.0%	100.0%	
Top Defense Agencies and Others FY20 DAWDA Recruiting, Retention and Recognition Activities	CON	Financial Mgt.	PM	ENG	Other	IT	LCL	Cost Est.	STM	FE	T&E	IPM	PQM	PUR	SB	AUD	FY20 Total	FY20 %
NSA	583	378	7	0	13	0	3	4	0	0	0	0	0	0	0	0	988	65.2%
NGA	130	3	52	2	0	15	0	0	0	1	0	0	0	0	0	0	203	13.4%
DIA	124	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	124	8.2%
SOCOM	54	11	21	8	0	5	0	4	0	0	0	0	0	0	0	0	103	6.8%
Others (Non-Services)	68	1	0	14	8	1	1	3	1	0	1	0	0	0	0	0	98	6.5%
Non-Services Total	959	393	80	24	21	16	9	7	5	1	1	0	0	0	0	0	14	100.0%
Non-Services %	63.3%	25.9%	5.3%	1.6%	1.4%	1.1%	0.6%	0.5%	0.3%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	

Figure 6 – Recent DoD Acquisition Workforce Attrition FY 2018 through FY 2020



3. FY 2020 DAWDA Highlights:

The following are FY 2020 DAWDA highlights from the Services, major Defense Agencies, and the Defense Acquisition University.

Department of the Army Highlights

The Army had another very successful year supporting the Army Acquisition Workforce's (AAW) Career Development needs with Defense Acquisition Workforce Development Account (DAWDA) funding. However, the year brought on unexpected challenges in light of COVID-19 impacts, the stay-at-home orders, and the travel bans precluding execution of what was initially planned at the beginning of FY 2020. The Army DAWDA team worked closely and flexibly with the Army's respective commands to adjust to these unique circumstances and achieve a high obligation rate at or near 100 percent of FY 2020 program resources to meet the Army's most pressing acquisition workforce requirements. The following are the Army FY 2020 accomplishments through DAWDA:

Training and Development:

The Army invested nearly 40 percent, or \$23.8 million, of its FY 2020 DAWDA Program on Training and Development of its acquisition workforce. The preponderance was for leader development programs and functional/technical training programs to ensure Army leaders are ready and its highly skilled technical staff maintain its skill and competency with quickly changing technological advances. Improved readiness of the AAW that develop the systems has a direct correlation to the modernization of the force. The investment in the AAW makes a meaningful contribution to the Army leadership's top two stated goals: readiness and modernization. Over 4,000 employees, about 10 percent of the AAW, attended a leadership development offering funded by DAWDA in FY 2020 and over 2,000 people attended a functional/technical training offering. These two areas were a focus of approximately 80 percent invested in Training and Development overall. The remaining 20 percent of this portion of funding supported other skills development including: advanced education, cyber training, symposium participation, rotational assignments, and other continuous learning offerings.

As result of COVID-19, program leads and participants demonstrated significant resilience and flexibility by arranging for and participating in virtual offerings of courses originally intended for in-person learning. This adaptability ensured the Army meets its intent to continually develop the Force even during periods of National Emergency.

Studies and Analysis:

The Army invested approximately 15 percent, or \$9.5 million, of its FY 2020 DAWDA Program on Studies, Analysis, and Management Support of the Workforce. The majority of this was to support the first official year of its Recruitment and Sustainment Center of Excellence (R&S COE). The R&S COE was a result of a pilot program transitioning to a full program in FY 2020. This program's focus is to reduce the time to hire acquisition professionals, to attract higher quality workforce members, and to better leverage direct/expedited hiring authorities through consistent and informed application of policies and authorities. In its first full Program year even as it ramped up staffing and during the COVID-19 conditions, the R&S COE reduced Time-to-Hire by nearly 20 percent. The AAW is nearly half-way to realizing the Army hiring

goal of less than 60 days' Time-to-Hire in the first full year of this program. This portion of funding also supported the ability of the AAW to register and manage DAU Certification Courses, to support DoDI 5000.66 reporting requirements, to support the AAW Human Capital Strategic Plan. This plan supports a focus on improving the career development functions for the AAW, and to support analytical capabilities that enhance our Talent Management Policies and Programs.

Recruiting, Retention, Recognition:

The Army invested slightly more than 15 percent, or \$9.8 million, in its Recruiting, Retention, and Recognition Programs in FY 2020. The predominance, about \$6.5 million, was for its Student Loan Repayment Program (SLRP) for 895 people or an average benefit of over \$7,200 per person. The AAW discovered that the SLRP is a very significant tool for reducing the attrition of critical early and mid-career skill sets. The Army has been tracking annually the life-cycle Hire-to-Retire statistics of the overall AAW and in each respective career field. The Army Director Acquisition Career Management (DACM) Office used the SLRP to target the most likely loss skills and the most vital to retain that it expected to attrite. In addition to SLRP, the Army DACM Office supported payment of DoD and Army-level awards and recognition initiatives, recruiting events and initiatives to attract and retain an inclusive workforce and also used DAWDA to support a very few but impactful relocation incentives.

Hiring:

Finally, the Army invested over 32 percent, or \$20.8 million, for support of its hiring initiatives. Given the reduction in the funding level from FY 2019 to FY 2020 and the expected 50 percent reduction in DAWDA funding in FY 2021 and beyond, the Army DACM Office took steps to curtail its hiring initiatives in FY 2020. The Army continued to support the second year of previously agreed to commitments to people, and organizations of DAWDA support for hiring actions. Yet, the Army limited hiring of new personnel to only a few individuals for strategically directed new hires and Highly Qualified Experts (HQEs) important to our needs. The overall result in FY 2020 was a significant reduction in resources spent on hiring in FY 2020, as people graduated from the 2-year commitment in order to right size hiring a portion of the overall reduced DAWDA budget expected in future years. There were only eight (8) new hires and four (4) HQEs brought into the program in FY 2020. For those individuals hired in previous years' sustainment funding was reduced from supporting approximately 300 people at the end of FY 2019 to approximately 100 people at end of FY 2020. The Army's projections 80 people will transfer from DAWDA supported funding to base funding in FY 2021. The overall hiring footprint will be appropriately sized for future years, based on need an availability of funding.

The Army DAWDA Program achieved its primary intent to enable the readiness of the AAW to accomplish the Army's Modernization of the Force strategy. The Army accomplished this in a very balanced and comprehensive manner all while addressing the significant impacts faced as a result of COVID-19 and in preparation for the 50 percent reduction in DAWDA funding in FY 2021 and beyond.

Department of Navy (DON) Highlights

In FY 2020, the DON provided \$109.4 million in Defense Acquisition Workforce Development Account (DAWDA) funding to 14 Navy entities and realized an obligation rate of 95 percent. The Department of Navy (DON) is continuing to obligate the \$9.6 million of Critical Hiring Initiative funds in FY 2021 to fill and retain mission critical positions. DAWDA has enabled the training, recruitment, advancement and retention of many of the highly specialized personnel that comprise the DON Acquisition Workforce (AWF).

The DON continues to use DAWDA to fund DON acquisition top priorities for our acquisition personnel. DAWDA enables the DON to develop and train; reward and retain; and recruit and hire its AWF in alignment with the DON AWF Strategic Objective to Build a Workforce to “Compete and Win” in the 21 Century. Our highly educated, highly skilled, and experienced acquisition professionals are key to providing the Warfighters the products they need to support DoD and DON missions. For the DON, having the right people, in the right job, at the right time translates to effective and efficient execution, delivering the finest warfighting capability in the world at an affordable price. To achieve that goal, the DON leveraged DAWDA to increase professional and technical excellence in all career fields through, but not limited to, advanced degrees, training certifications, job rotations (including with our industry partners), leadership training, and "hands-on" experiences.

Despite a reduction in DAWDA funding and a global pandemic in FY 2020, the DON continued to train, retain, recruit, and award the Acquisition Workforce (AWF). The DON teams worked diligently to move training from the standard classroom setting to a virtual environment so that acquisition workforce members could attend training from their telework locations. Leading and managing and driving performance and accountability in the 21st Century is the highest priority for utilizing our DAWDA funds.

Navy Training and Career Development:

Highlights of FY 2020, DAWDA funded Training and Development opportunities and initiatives include:

ASN (RD&A) Acquisition War Rooms: ASN(RD&A) Acquisition War Rooms, including the Program Manager’s Workshop. This Workshop provided a unique perspective of the naval acquisition history targeting Major Program Managers of ACAT programs and facilitated scenario-based acquisition Team-of-Teams training and workshops. The workshop environment provided just-in-time training and mission assists to program teams through war rooms. This year curriculum was updated to include Cybersecurity, International Program focus, and the Adaptive Acquisition Framework overview.

Leadership Training and Programs: DAWDA supported participation for over 250 Navy personnel, including Senior Executives, Major Program Managers and personnel that support Major Programs, to attend Executive Education courses. The courses included our Insight Into Industry and Understanding Industry Courses at the University of Virginia Darden Business School and the University of North Carolina Kenan-Flagler Business School, the Duke Leadership program, the Federal Executive Institute (Leadership for a Democratic Society), the Naval Post Graduate School and the Naval Senior Leaders Seminar.

Cybersecurity: Cybersecurity training continues to be a key focus today and is viewed as a critical investment in the workforce. The U.S. Marine Corps (USMC) was able to successfully procure and provide onsite and individual training for nearly 2,000 acquisition professionals. USMC provided courses in Certified Information Systems Security, Cloud Essentials, Cloud Plus, Security Plus, Network Plus, Certified Ethical Hacker and others. Naval Information Warfare System Command (NAVWAR) utilized the Navy Cybersecurity Risk Management Framework (RMF) computer-based training with over 70 courses delivered and more than 2,600 students trained. Additionally, the DON had six participants in the Cyber Information Technology Exchange Program (CITEP).

Web-based Training: DON utilized DAWDA resources to develop 31 customized, web-based training resources for the workforce. Content is competency-aligned, and fosters continuous learning while encouraging cross-developmental competency linkage. These open-offerings empower and equip our talent to further pursue training provided through our internal university initiatives. With an Acquisition Workforce of approximately 68,000 personnel, there were over 220,000 course completions in FY 2020 alone. The SYSCOM PEO Integrated Data Environment Repository (SPIDER) enables a different approach to business operations by utilizing a networked data environment to blend infrastructure, systems, processes, and personnel data. It is a web-based system that connects commands such as SYSCOMs, PEO Command, Control, Communications, Computers, and Intelligence (C4I), and others to an authoritative data environment hosting data required to support C4I modernization efforts. The SPIDER Team completed 12 (four more than the original 8 scheduled) self-learning Computer Based Training (CBT) deliverables in FY 2020. SPIDER Develops and Maintains Installation Processes and Tools that Drive Cyber Resiliency and Optimize our Organization, Operations, and Workforce.

Contracts Training: DON provided top quality specialty contracting training courses via a virtual instructor-led training platform, and topics focused on specialized contracting business management processes. Furthermore, the business line/technical personnel were able to attain their Contracting Officer's Authorized Representative designation for construction contracts, and better prepare employees with the necessary knowledge and skills critical for their participation on Source Selection Boards/Slate-Selection Boards for contracts. Overall, the specialized contracting training, coupled with the development of contracting business management processes enhanced the DON's AWF capability to execute and administer multi-billion dollar contracts while mitigating potential protest issues and statutory violations. This results in timely contract award and cost-effective post-award administration supporting the Navy's worldwide strategic mission.

Other DON Training and Development Highlights:

- The DAWDA funds helped the sustainment of 393 entry level and 28 journeymen level employees through our Naval Acquisition Development Program (NADP), with an additional 47 Entry and 12 Journeymen graduating across the fiscal year and moving to DON System Commands. NADP is a top priority for the Acquisition Leadership within the DON as it allows us to bring in AWF members at all levels and train them to fill critical career gaps throughout the DON.
- DAWDA funded Mentor and Leadership Programs at several Commands, which included a facilitated process that matched personnel to acquisition professional mentors, formal mentoring training, stretch assignments, and skills based training events, and clearly defined

goals for measuring success. In FY 2020, DAWDA enabled over 245 selections across the Navy.

- In July, DON received Critical Hiring Initiative (CHI) funds from the Congress. The DON successfully on boarded 34 Associate (GS 12/13) level employees by the end of FY 2020. We will on board 20 more Associates in FY 2021. We also provided an additional 73 AWF employees, in critically gapped career fields, with Student Loan Repayments using CHI funds.

DON Management Support, Analytics and Tools:

The Navy utilized DAWDA to implement a Talent Management System (TMS) as a top priority for the ASN(RD&A) in his quest to shape the future workforce. TMS will help the Navy's Acquisition Workforce understand talent gaps, project hiring needs, and do proper talent planning. We held a successful test event with the PM user community to support functional testing and leveraged the existing Talent Management Board process at NAVAIR to configure the tool for support. Along the way, the DON has been interfacing across the SYSCOMs with a series of working groups as we define the best practice for Talent Management. TMS will allow us to find talent in emerging areas for programs, such as Highly Qualified Experts using Section 1111 Special Pay authority, support to Major Program Offices, and the Naval Acquisition Development Program.

Additionally, DAWDA funds provided necessary upgrades to DON's existing authoritative information system for acquisition career management. The electronic Navy Director, Acquisition Workforce Management (eDACM) tool updates include "non-perfective" changes to maintain currency with DAWIA, AWF policies and procedures, and acquisition career management. Additional upgrades include a Requirements Management Certification Training and dashboard. In FY 2020, data sharing was enabled between DON and the Fourth Estate, so employees moving between components experienced automatic data sharing for their AWF related information.

DON Recruiting, Recognition and Retention:

In FY 2020 the Navy focused on providing targeted incentives for recruiting and outreach, financially rewarding high performers with critical skills, and providing incentives to remain with the AWF. One of DON's top initiatives is to increase recruitment from Historically Black Colleges/Universities (HBCUs), Minority-Serving Institutions, and STEM events. The DON participated in recruitment fairs to recruit a diverse pool of talent to meet mission requirements and improve the commands' mission readiness. These fairs provide us with a centralized resume database and a means to measure ROI, particularly for those applicants to our Naval Acquisition Development Program.

During FY 2020, the Navy SLRP provided assistance to over 246 employees across the workforce. The SLRP has been a very successful retention tool within the AWF and has assisted in retaining much needed skill sets and maintaining a high performing workforce.

Another tool used by many DON commands was recruiting, relocation, and retention incentive awards that were paid to over 100 recipients, to ensure that the Navy is able to not only build the workforce to compete and win, but retain that workforce as well.

Department of the Air Force (DAF) Highlights

A properly skilled and experienced acquisition workforce is vital to the Nation's military readiness, increased buying power, and achieving substantial long-term savings. The Department of the Air Force continues to use the DAWDA to shape a properly sized and qualified acquisition workforce. The DAWDA is essential to the continuous improvement of the professionalism, qualifications, and performance of the acquisition workforce. The DAF obligated 72 percent of its FY 2020 total DAWDA resources, including a base program of \$60.2 million plus additional resources provided during the execution year: \$5.7 million for the DoD Critical Hiring Initiative, \$119,800 obligated on behalf of the Joint Staff in support of its joint training initiative and \$1.9 million provided in August and September FY 2020 from other under-executing accounts. Carried forward for execution in FY 2021 was \$4.5 million for commitments made in FY 2020 but not obligated until FY 2021 and \$17.5 million for risk mitigation and continuity of funding for the most important FY 2021 initiatives. Top FY 2020 priorities for DAF were to continue to fully fund enduring education and formal acquisition training initiatives at full demand rate while dedicating as much as possible to recruiting, outreach, and sustaining a small hiring set in order to support strategic pivots in acquisition organizations.

Preparation for Funding Changes, FY 2020 Program Execution and Funding Carryover :

Funding Changes: The DAF DAWDA team spent considerable time and effort in FY 2020 preparing for the upcoming change in funding process and structure, to be implemented with the FY 2021 Appropriation's Act. Advanced coordination and set-up of financial structure, policies, and permissions accomplished throughout FY 2020 proved to be a crucial factor that facilitated a smooth transition from Office of the Secretary of Defense (OSD)-provided funding to Operation & Maintenance (O&M) funding laid directly into the DAF overall budget. DAF DAWDA stands ready to execute funding that has been protected and aligned exclusively to DAWDA initiatives and programs.

FY 2020 Program Execution and Funding Carryover: Because of the increased risk associated with the upcoming change in FY 2021, the first year of receiving DAWDA O&M 1-year funding within the larger DAF budget with a likely extended Continuing Resolution period, DAF made the deliberate decision to leverage multi-year funding to mitigate risk in the FY 2021 DAWDA program and deliberately set aside \$17.5 million to be carried forward into FY 2021 to ensure continuity of funding and ensure that key programs remained active and funded without interruption. DAWDA continues to support a focus toward the Operational Mission through management and development of Systems and Services acquisition by our professional workforce.

Highlights by Category:

Training & Education 42 percent of program: *Formal training:* In FY 2020, DAF was able to fully fund delivery of existing formal acquisition training courses and workshops by the Air

Force Institute of Technology's School of Systems and Logistics (AFIT/LS), as well as begin delivery of newly-developed courses in several areas including Development Capability, Professional Services Acquisition, Agile Methodology and Project Execution. The COVID-19 pandemic posed unique challenges across DoD and the DAF DAWDA program was no exception. Millions of dollars of funding originally allocated for travel for students attending training at AFIT/LS went unused for over half of FY 2020, leaving a sizable portion of funding at risk for under-execution. Once it was clear that we would be dealing with the pandemic and its effects for at least months, not weeks, DAF DAWDA funds originally allocated to student and instructor travel for AFIT/LS were used instead to modify and adapt existing classes to an on-line and/or remote learning structure delivery to continue course offerings of application learning courses and development of new virtual acquisition training workshops in subjects such as digital acquisition and supply chain risk management. This forward-leaning approach proved to be a win for the DAF and for the DAWDA program in FY 2020 and will pave the way for a more efficient and cost-effective system to deliver training well beyond FY 2020 and an eventual post-pandemic return to "normal". Overall AFIT delivered instruction to over 9,000 students in formal acquisition courses, workshops, and learning events.

Education: Funding tuition helps to increase acquisition workforce education levels and provides another quality hiring incentive making the DAF a stronger hiring choice. Our Acquisition Civilian Tuition Assistance program remained fully funded as did existing Advanced Academic Degree programs and provided up to two college courses per semester working towards their first BA/BS or first MA/MS. Due to concerns of increasingly lower budget thresholds and higher demand each year for DAWDA-funded educational programs, the DAF made a tough decision to reduce its Acquisition Civilian Tuition Assistance program benefit in three ways: 1. Reduce the percentage of tuition that the DAWDA program will pay from 100 percent to 75 percent; 2. Adopt a lifetime cap on the total TA benefit that a single student is eligible to receive; and 3. Implement a "waiting period" before a student is eligible to apply for DAWDA-funded TA. These changes bring the DAWDA-funded TA program in line with what is already being offered to other civilian employees in the DAF and have proven successful in early FY 2021 in aligning the TA budget to the planned level and freeing up additional funding for use elsewhere in the DAF DAWDA program.

Incentives and Recruiting-Outreach 20 percent of program: The ability to offer hiring incentives (recruitment bonus and/or student loan repayment and tuition assistance for 1st Master's Degree) continues to be a decisive factor for DAF hiring success. Hiring Incentives are used to attract high-quality candidates to high-demand, critical skills in areas such as aerospace/electronics/software engineering, computer science, logistics, finance, cost estimating, and business. Incentives leveled the playing field when competing with entry-level industry salaries which are, on average, 30 percent higher than what the Air Force can offer. Outreach funds continued to be leveraged by the DAF central recruiting team to benefit the entire acquisition workforce with added central support and resources for recruiting and outreach, including professional LinkedIn licenses, advertising, and expanded outreach equipment and more secure recruiting tools.

Hiring 37 percent of program: DAF began FY 2020 with a plan to hire 50 recent graduates to the centrally managed Palace Acquire (PAQ) program. This lower target, reduced to an annual level of 150 in FY 2018 and then 50 in FY 2019 and beyond, was implemented to start providing a larger percentage of available funds to recruiting/outreach, and training/education. The DAF

has used the smaller, more concentrated set of DAWDF-funded hires to respond to current and emerging DAF needs and, in FY 2020, focused hiring efforts in the first quarter. Hiring for FY 2020 was nearly complete with 48 either already on board or with firm offers when the DAF curtailed the DAWDA hiring program entirely in December 2019 due to DAWDA program forecast for 2021. Additionally, DAF off-boarded 89 DAWDA hires ahead of schedule to permanent positions in the DAF, freeing up additional funds in the FY 2021 and FY 2022 budgets to reduce planned cuts to high-priority initiatives like formal training and education, hiring incentives and outreach.

DAU Highlights

The 2018 NDS calls for DoD to make “urgent and significant change to expand the competitive space and rebuild America’s military advantage.” The NDS identifies three lines of effort to accomplish this: build a more lethal force, strengthen alliances and attract new partners, and reform the Department for greater performance and affordability. The NDS calls for cultivating talent to support NDS objectives. Starting in 2019 and continuing in 2020, DAU began rapidly transforming to a modernized learning and talent management platform that will provide frictionless learning, a dynamic network and world class content for the workforce. The shift in DAU’s model will drive talent development toward tailorable courses, informal online learning, and credentials that hone job-critical skills and away from the previous model that focused on lengthy, course-based learning concentrated at the beginning of one’s career.

Acquisition Learning Delivery:

DAU provided the Defense Acquisition Workforce the foundational acquisition knowledge when and where it was needed. In FY 2020, DAU graduated 41,924 students from classroom courses (21,649 graduates from Virtual Instructor Led Training (VILT) and 20,275 graduates from traditional classroom courses). Additionally, 811,313 online learning modules were completed (644,023 continuous learning module graduates and 167,290 distance learning course graduates).

In FY 2020, DAU achieved a milestone of having exceeded the annual number of course completions of any prior year. Because of the new work environment of primarily situational telework due to COVID-19, DAU rapidly accelerated the conversion of its learning assets to offer more Virtual Instructor Led Courses. This Learning Delivery Transformation and teleworking environment presented an opportunity to the workforce of allowing more time to take on-line training, while adjusting to full time working from home. *A significant surge of on-line course registrations took place in the months of March, April and May.* These learning assets helped the Acquisition Workforce members to achieve the 80 continuous learning points required every two years maintain their certifications.

Virtual instruction also significantly reduced the number of cancelled course sessions. Student feedback continues to indicate that the format is successful and that participants expect virtual delivery to remain an option post-pandemic.

Curriculum Development and Revisions. New learning solutions were fielded in support of the third NDS Line of Effort, “Reform the Department for Greater Performance and Affordability” and the NDS objective to cultivate talent.

During FY 2020, DAU deployed 70 new or revised learning solutions to meet the emerging needs of the workforce as directed by Congress and the OSD, as well as customer-generated requirements, including:

- **Acquisition and Program Management** – Fourteen courses including ACQ 110 - Introduction to Acquisition Intelligence, CLM 057 - Nuclear Weapons, and ACQ 1300 - Fundamentals of Technology Security/Transfer;
- **Business Cost Estimating** – Five courses including BCF 330 - Advanced Concepts in Cost Analysis;
- **Contracting** – Six courses including CLC 002 - Sole Source Toolbox; CON 070 - Contract Source Selection (Pilot A) and CON 170V - Fundamentals of Cost and Price Analysis;
- **Engineering** – Nine courses including CLE 302 - Reliability and Maintainability Engineering Planning and CCYB 002 - Cyber Security for Program Managers;
- **Logistics** – Sixteen courses including LOG 201S - Product Support Strategy Simulation, LOG 0080 - Designing for Supportability and LOG 465B - Executive Product Support Manager's Course; and
- **Contract Management** – Twenty courses including CMQ 212 - Nonconforming Material (NCM), CMC 202V - Advanced Contract Administration and CME 260V - Software Acquisition Management Policy & Implementation.

Executive-Level Curriculum Accomplishments: DAU FY 2020 accomplishments in executive-level curriculum design include:

- Converted PMT 401 (executive level Program Manager's Course) to virtual delivery. This included training faculty on how to facilitate dilemma-based case studies online, training on the use of the Microsoft Teams platform, and learning how to implement commercially available simulations, exercises and tools in the virtual classroom.
- Designed a new five week PMT 4010 course as part of the new continuum of executive courses.
- Improved RQM 310 (Advanced Concepts and Skills for Requirements Management):
 - Provided eight offerings (half of which were virtual) with 408 graduates (21.7 percent increase over FY 2019) with up-scaled web-based feedback & activity tools;
 - Increased throughput from 48 to 60 students (25 percent increase) and created surge of 24 additional allocations. Met Army Futures Command needs as required;
 - Revamped the simulation to enable a global remote virtual learning environment;
 - Expanded Joint Capabilities Integrations and Development System (JCIDS) simulation interface; improved web based access program/tools; and
- Conducted RQM 403 (Requirements Management Overview): 34 Graduates over 11 offerings including 7 virtually; and
- Conducted RQM 413 (Senior Leader Requirements Course): Completed 3 Senior Executive Leader courses for Chief of Naval Operations, Chief of Staff of the Air Force, and Vice Chairman of the Joint Chiefs of Staff

Credentials:

In line with the Back-to-Basics initiative, DAU set up a framework providing the workforce new, job-relevant credentials to augment core learning. DAU completed eight credentials in FY 2020 including:

- Agile: DoD Team Member
- Digital Engineering: DoD Consumer
- Services Acquisition Team Member: Non-Acquisition Professional
- Services Acquisition Team Member: Acquisition Professional
- Program Protection (Cybersecurity)
- Data Analytics for DoD Acquisition Managers
- Foundational Intellectual Property

4) Job Support Tools (JSTs):

DAU created and deployed nearly 30, online job-support-tools, as part of DAU's ever-growing portfolio of nearly 600 learning assets. Several of these new tools directly support DoD acquisition reform initiatives, including: the Adaptive Acquisition Framework, the Contracting Subway Map, the Urgent Capability Acquisition Pathway, and an industry support page.

5) Workshops:

During FY 2020, DAU conducted 151 tailored training events and 631 workshops, including 38 services acquisition workshops, as well as acquisition program transition workshops, Other Transactions (OT) workshops, cybersecurity workshops, negotiation workshops and source selection simulations. These workshops specifically address the current acquisition challenges faced by program offices and other acquisition organizations and feedback indicates that these tailored events are helping them improve acquisition outcomes.

DAU Transformation:

Using special DAWDA funding provided by Congress, DAU is aggressively transforming into a modern learning platform, focused on providing the Defense Acquisition Workforce with the information and resources its members need to adapt to the rapidly evolving acquisition environment and support our Warfighters. DAU began procurement and deployment of various capabilities to support this initiative in FY 2020.

These strategic investments encompass three broad areas:

- 1) Learning Asset Modernization: Employ learning technology and advanced methods to engage learners, build new skills, and increase retention.
 - Re-structure and update existing assets while continuing to develop new assets that provide more training at the point of need (e.g., credentialing, micro-learning, consulting, online tools, and templates)

- Increase learner engagement by creating enhanced experiences using modern learning methods (e.g., hands-on exercise, simulations, and games) that maximize interaction and communication
 - Deploy adaptive, and social learning platforms that use artificial intelligence algorithms, adult learning theory, and brain science to deliver personalized and collaborative learning experiences that meet the unique needs and preferences of each learner.
 - Support workforce currency by providing access to non-DAU learning assets on critical and emerging topics (e.g., cybersecurity, artificial intelligence, digital engineering, data analytics)
 - Engage outside experts to assist in organizational transformation reform initiatives
- 2) Human Capital Development: As DAU transforms its processes and toolsets, it must also radically update the capabilities and change the mix of skills held by its faculty and staff.
- Upskill personnel across new and emerging acquisition focus areas
 - Embed personnel in program offices and with industry partners to increase currency
 - Benchmark commercial corporate learning and development organizations
 - Partner with federal government peers and universities to share expertise and best practices
 - Accelerate DAU’s learning transformation by prototyping and delivering new technologies.
- 3) Platform Technology and Digitization: Use rapidly emerging commercial technology and services to meet the needs of the modern learner, while improving the user experience. DAU will move from a compliance-based “schoolhouse” model, toward a digital campus and learning platform. This will support individuals throughout their career, while supporting teams and cohorts from program offices/program executive offices. The DAU platform will provide 24/7 access to learning resources and job performance tools at the point of need, in addition to offering learning experiences and credentials to focus on critical job skills.
- Integrate technology across the ecosystem, interfacing with email, messenger, intranets, and web browsers to improve the user experience and enable personalization of learning. Interface with or host relevant learning and job support content provided by the Services and Fourth Estate to provide a DoD hub to access defense acquisition training resources and job support tools and services.
 - Use machine learning to personalize learning to allow and track individual choices/preference and to design learning recommendations.
 - Improve accessibility across multiple devices: desktop, laptop, tablet, mobile, etc.

Fourth Estate Highlights

The Fourth Estate DACM Office invests in the career development of more than 30,000 civilian acquisition workforce members across the Defense Agencies/Field Activities (DAFA) and provides centralized programs and resources to equip and mature the acquisition workforce with the skill sets needed to achieve current and future mission requirements. The state DACM was successful in training agency members in FY 2020 due, in large part, to quick actions on the

part of individual team members and the vendors in converting most relevant training to virtual sessions.

The state DACM office's Leadership and Talent Management Portfolio is the bedrock of its leadership initiatives, and consists of Supervisor-endorsed nomination packages and self-registration courses, including opportunities for mid- and senior-level leaders to develop their technical, functional, and soft skills under the umbrella of refining essential leadership qualities. FY 2020 highlights included:

- One hundred and sixty two (162) Fourth Estate acquisition workforce members from 10 defense agencies graduated from the supervisor-endorsed nomination program opportunities that included the Office of Personnel Management Leadership Education and Development Certificate Program; Naval Postgraduate School Master of Science in Contract Management; Leadership Excellence of Acquisition Professionals Program; Harvard Leadership Communication Course, University of Virginia Darden School of Business Insights into Industry Management Course; University of Tennessee, Executive Development Certificate course, and the Excellence in Government Fellows Program.
- New this year was the highly rated Senior Executive Service Executive Core Qualifications (ECQ) Writing Workshop that provided an opportunity for emerging leaders to refine their ECQs as part of their professional development goals in support of their agencies short- and long-term succession planning.
- DAWDA enabled the continuation of 17 scheduled programs with only one cancellation due to COVID-19 health and safety concerns.
- In only its second year, the Harvard program presented unique challenges and opportunities. After considerable consultation with workforce members and negotiation with Harvard, a customized option that combined 8 individual modules into one cohesive program was created.
- Within the self-registration opportunities, the Fourth Estate DACM Office provided 12 two-to-three day leadership offerings, with 303 graduates. The "purple" (Army, Air Force, Navy, Fourth Estate) Leadership training contract enabled acquisition workforce members across DoD to graduate from programs such as the Acquisition Leadership Challenge Program, Emerging Leaders, and Talent Management. At the Government's request, the vendor added a mentor/coaching component to its Acquisition Leadership Challenge Program as an enhancement in support of lifelong learning. Each participant received personalized coaching from the course instructors to help them assimilate the course teachings into their immediate professional development goals.

Due to the COVID-19 pandemic, the FY 2020 innovative "Leaders Building Leaders" three day offering that included acquisition leadership training, guest speakers, and breakout sessions had to be re-imagined to ensure a similar return on investment for AWF participants. After evaluating the goals of previous LBL events the team transitioned to a month-long virtual leadership journey. The new virtual program allowed each participant to attend one of seven core leadership courses, participate in eight brownbag sessions, be part of the ^h Estate signature speed networking activity, and listen to six Government and industry speakers address their personal and professional leadership journeys. Ultimately, the re-

designed program tripled participation capacity and provided a blueprint on transforming events when adapting to unforeseen circumstances.

Other specific DAWDA-supported Estate highlights included:

- DAWDA helped to contribute to the success of DAU's transformation and rollout of the new Back-to-Basics framework. For this effort, the Fourth Estate DACM office accepted the challenge to document why DoD is refocusing its resources on the DAW who develop, acquire, and sustain operational capability. The team developed and produced a three-minute video detailing why the transformation is needed. The video has been a very effective communication tool shared across DoD.
- The rollout of a common Continuous Learning (CL) Cycle Initiative. The common CL cycle has enabled easier tracking of the entire Estate acquisition workforce, ensured Fourth Estate-wide CL cycle measurable metrics, and, at the agency-level, improved CL data integrity and streamlined administration processes.
- Contributing to DAU's effort while supporting the DoD Chief Management Officer (CMO) and Chief Information Officer (CIO) directive that all DoD Components must determine if training capabilities can be met in a timely and cost efficient manner to support enterprise-wide solutions. For this effort, the Fourth Estate DACM team completed a Cornerstone (CSOD) pilot as a potential replacement for the current Defense Application Talent Management System (DATMS) application. The extensive six-month effort resulted in a gap analysis to identify and communicate system functionality issues, business process reengineering needs, and potential "black-box" solutions. The results will ensure that the Military Departments and other agencies benefit from the Estate's proactive approach to identify a future solution.
- In the first-time allocation of DAWDA for two Fourth Estate agencies. The Defense Advanced Research Projects Agency (DARPA) used DAWDA to pilot its Robotic Process Automation tools in order to automate two critical accounting functions and the Defense Human Resources Activity (DHRA) used the funding to provide retention initiatives to its acquisition personnel.

The Fourth Estate DACM Office continues to work hand-in-hand with its Agencies/Field Activities to identify future needs to control, coordinate, consolidate, and streamline acquisition workforce management processes.

Defense Logistics Agency (DLA) Highlights

DAWDA funding helped the Defense Logistics Agency (DLA) and its approximately 9,000 member Acquisition Workforce (AWF) play a critical role in supporting and executing the Department of Defense's critical and essential missions. Beginning in FY 2015, DLA proactively set out to align its workforce resources and capabilities to existing and emerging agency requirements. DAWDA acted to develop and sustain a fully capable acquisition workforce able to meet DLA mission requirements in both stable and dynamic environments. To this end, DLA has placed a priority on training of its AWF and emphasized the development of leaders and professionals who are able to apply strategic and agile thinking *in both stable and dynamic environments*.

With respect to *dynamic environments*, FY 2020 was an extraordinary year due to many factors, but most notably because of the COVID-19 pandemic response, which tested both the Agency's capability and agility to respond and excel under extended real-world Continuity of Operations (COOP) conditions. Given DLA's mission to support both the Warfighter as well as key Whole-of-Government entities, proof of productivity amid COVID was measured by our ability to execute normal business under COOP conditions as well as our capability to deliver the unprecedented COVID-driven demands in the new COVID *dynamic environment*. DLA's COVID support to DOD and the nation, in a COVID *dynamic environment* is proof of the effectiveness of the training and support of DAWDA funding.

DLA's ability to adjust normal business activities included alterations to the method of delivery for AWF training and the exploration of strategies to further increase performance and strengthen AWF competencies and resilience through various creative learning and development opportunities.

DAWDA allowed for the sustainment of 100 entry-level employees and five student interns. Twenty seven (27) of those entry-level employees gained unique and career broadening experience by directly providing support to the Agency's COVID-19 acquisition efforts. These employees are credited for their efforts in replenishing the Strategic National Stockpile with critically needed Personal Protective Equipment (PPE) such as gloves, face shields, goggles, face masks, and gowns. Other efforts include providing PPE kits to 14,000 nursing homes across the country in response to FEMA requests for Assisted Acquisitions, as well as support to the Veterans Administration and the Defense Health Agency.

DAWDA provided funding for 15 Enterprise rotational assignments—identified by the strategic enterprise Acquisition Workforce Career Development process team as key professional development initiative that give participants a broader understanding of the DLA enterprise and how its multiple organizations and cross functional areas integrate and interact to collectively meet the needs of the Warfighter and other customers.

DAWDA funding enabled acquisition professionals to more directly build customer relationships. DAWDA funded coordination and travel of DLA Land and Maritime Weapon System Support Managers (WSSMs) to U.S. Army's Tank-Automotive and Armaments Command (TACOM) sites with the goal of increasing trust, performance and efficiency between DLA and TACOM. The nurturing of this relationship became an invaluable investment after the pandemic hit.

When travel restrictions were implemented for COVID-19, budgets were shifted to increase advanced education classes and individual competency training. Participation nearly doubled from FY 2019 to FY 2020 for advanced education courses. Training covered areas such as Organizational Behavior and Dynamics, Managerial Finance, Global Enterprise Development, and Business Statistics as well as training on data analytics and the Federal Acquisition Regulation Boot Camp.

DAWDA supported 48 AWF members' participation in DLA's Executive Development Program (EDP), including Harvard's Emerging Leaders and the DoD Executive Leadership Development Program. In addition, five AWF members' tuition was funded for Logistics for the 21st Century (LOG21).

Finally, DAWDA supported over 150 DLA AWF members' participation in virtual conferences such as National Contract Management Association World Congress, Energy Exchange, and Small Business Training week. These conferences improved the members' leadership, competency skills, technical capabilities, and virtual communication methods; skills that were leveraged and employed in their regular day to day duties.

Defense Contracting Management Agency (DCMA) Highlights

Training and Development:

Technical Training: The training environment in FY 2020 required additional flexibility to maintain the same level of training despite the restrictions of the COVID-19 environment. DCMA's DAWDA expenditure decreased this year due to the significant reduction in student travel, as well as the training providers' inability to either conduct in-resident training or convert to a virtual format. Continuous coordination between DCMA and various training providers has resulted in reduced in-resident training requirements while maintaining desired training outcomes. DCMA's longstanding relationship with DAU's College of Contract Management (CCM) has been especially beneficial, as they support the agency in identifying and addressing training efficiencies. CCM is currently developing several courses that will replace courses that are taught either by DCMA employees or by external providers. In addition to reclaiming hours that DCMA acquisition workforce employees have historically dedicated to teaching, the transfer of courses from external providers to CCM will result in increased and more responsive DCMA control over course content. An example of CCM supporting DCMA in agency-specific training needs are the contracting workshops that CCM is developing to address DCMA's identified need to reemphasize the importance of all aspects of the contracting process. These workshops are being designed to provide training within DCMA to ensure that the agency's contracts conform with all regulatory and policy requirements.

Leadership Training: During FY 2020, DCMA began the development and piloting of a robust leadership development program for all DCMA personnel, scheduled to be at full operating capacity by 1st QTR FY 2021. DCMA developed a model that includes the 32 DoD Leadership competencies organized by role: individual contributor, team lead, new supervisor, and experienced supervisor. New programs include specially curated online courses by role and competency, an Emerging Leaders Program (ELP) for GS 6-13 non-supervisory, leadership classes for each role and level as well as a developmental assignment program, coaching, and mentoring. The ELP is centrally managed and includes competency assessment, mentoring, Quarterly Senior Leader meetings, and peer collaboration. ELP is being piloted now with the next ELP Cohort starting 1st QTR FY 2021. The new virtual leadership classes offered in FY 2020 provided training to over 1,300 employees. The Developmental Assignments component being piloted now is competitive, matched based on required knowledge, skills and abilities, and identified leadership competencies development will be implemented 1 QTR FY 2021. For new

supervisors, DCMA offers 4 hours of coaching in their first year, as well as a Supervisor Resource website, which was developed to help first time supervisors navigate the various DCMA systems and programs. Lastly, DCMA created a mentoring program, which is being rolled out in phases, is voluntary, and web based with training and identified criteria to help match mentors and mentees.

Recruitment:

Due to COVID-19 restrictions and budget reductions, DCMA utilized a more virtual means of recruiting and branding. DCMA developed and executed a multifaceted recruiting strategy utilizing LinkedIn. DCMA developed a recruitment proof-of-principle process in support of Special Programs (SP) that utilized the LinkedIn capabilities coupled with direct hiring authorities. By creating this new strategy, DCMA was able to generate an applicant pool for Mission Critical Occupations 0801, 1910, 2210, and 1102 at six different locations with many applicants already possessing current TS-SCI security clearances. The sourcing strategy resulted in over 9,500 potential applicants and generated 35 qualified candidates presented to the selecting officials.

Hiring and Sustained Labor:

Challenges and Concerns:

In FY 2020, DAWDA reductions caused DCMA to drastically reduce the Keystone Intern program. The inability to hire Keystone interns affected the pipeline of new hires, which has long-term repercussions Agency-wide. DCMA transitioned all previously DAWDA-funded developmental intern (Keystone) hires to O&M-K funding prior to the end of FY 2020 as a result of planned reductions. All keystones that graduated since FY 2019 have been hired into their permanent DCMA positions utilizing O&M-K funding.

Defense Contract Audit Agency (DCAA) Highlights

DAWDA funds are vital in enabling the Defense Contract Audit Agency (DCAA) to continue to hire, train, and develop a talented acquisition workforce to accomplish critical contract audit work for the DoD. DCAA has consistently achieved a positive return on the taxpayer's investment. In FY 2020 alone, DCAA examined over \$365 billion in contract costs; issued 2,830 audit reports; identified \$3.5 billion in net savings; and produced a return on investment of about \$5.20 per one dollar spent. With the help of DAWDA, DCAA met the statutory requirement to complete incurred cost audits within one year of submission, and continues to find ways of being more efficient in executing these audits. DCAA leveraged DAWDA funds to successfully train, and develop its audit staff to meet demanding mission requirements. DAWDA was a key enabler towards decreasing audit backlogs, reducing pre-award audit times, and meeting scheduled milestones.

DCAA Training:

DCAA used DAWDA funds to support auditors in acquisition and leadership training and development. These funds support DCAA's Defense Contract Audit Institute (DCAI) programs that provide outstanding training, development and education of DCAA's acquisition

workforce. DCAA has created an enterprise learning environment that delivers a competency-based leadership and audit development curriculums which strengthen organizational performance of the acquisition workforce, and emphasizes continuous self-improvement.

To mitigate the restrictions and impacts imposed by COVID-19, both the DCAI Audit and Leadership Academies developed new virtual courses and incorporated revised onboarding strategies that provide the acquisition workforce the continued opportunity to efficiently and effectively develop essential technical and leadership skills. DAWDA funding supported 2,780 Career Field/Competency training seats. The DCAI Leadership and Audit Academies developed 16-new virtual courses (7-leadership; 9-audit), began the transition of additional live courses to a virtual format, facilitated the execution of formal course reviews, and restructured its New Hire Training Continuum in order to seamlessly meet the workforce's audit training requirements. In FY 2020, DCAI supported the instruction of 160 live/virtual leadership and audit courses, which provided approximately 110,368 Continuing Professional Education (CPE) credits to the audit workforce.

DCAA also used DAWDA funds for continued career development of senior auditors and managers. The DCAA Director's Development Program in Leadership (DDPL) is a competency-based leadership development program designed to provide senior-level employees with the leadership knowledge, skills, and abilities for effective managerial and executive-level performance. DDPL is an 18-month program, conducted at various educational institutions and senior service colleges, with cohort participation from DCAA and other DoD acquisition partners allowing for multiple perspectives and networking opportunities for the participants.

Thirty-one (31) participants in the DCAA Director's Development Program in Leadership (DDPL), from nine organizations, attended seminars at Harvard, Northwestern, Penn State, University of North Carolina, University of Pennsylvania-Wharton, University of Virginia-Darden, University of Texas-McCombs, Air and Army War Colleges, and the Naval Postgraduate School creating a diverse learning environment enabled by top faculty subject matter experts in their fields. They represent the second cohort of future senior leaders to pass through this highly prestigious developmental curriculum.

DCAA DAWDA Funded Success Story:

Employees recruited and developed through programs funded with DAWDA continued to perform in outstanding ways. For instance, one auditor trainee, while testing the overseas subsistence accounts of a major contractor, discovered improper costs in the amount of \$492,745 which were ultimately sustained as overcharges, resulting in immediate savings to DoD.

MDA Highlights

Rotational Assignments:

The DAWDA program enabled MDA to launch rotational assignments and offer career broadening opportunities to both entry and mid-career professionals in critical acquisition positions. In career fields such as engineering and contracting, DAWDA enabled giving these individuals the opportunity to participate in systems engineering and analysis, ground and flight tests, and critical procurements in support of the MDA mission and ultimately the Warfighter.

Hands-on career broadening opportunities through rotations enhance employees' technical and business acumen developing them for future leadership.

DAWDA supported a six-month rotational assignment for an OSD Acquisition, Analysis, and Policy (AAP) career broadening rotation for a Missile Defense Career Development Program (MDCDP) Earned Value Management Analyst. While assigned, the employee supported AAP Deputy Director EVM, OUSD(A&S) at the Earned Value Management Practitioners' Forum in Rosslyn, VA; successfully updated draft Integrated Program Management Data and Analysis Report (IPMDAR) Data Item Description (DID); and completed research on EVM language contained within OMB Cir A11 and the Capital Programming Guide and then presented findings to the AAP Team Lead. Some initiatives that were planned in early FY 2020 such as a rotational assignment with Industry and Government Labs (RIGL) were suspended due to reduced funding and the COVID-19 pandemic conditions.

Training and Development:

The DAWDA funding helped, MDA continue to provide a four-part key leadership series for career development participants. In-class sessions were held in early 2020; however, given travel and facility restrictions due to COVID, classroom participation could no longer be achieved. MDA partnered with the course provider to develop a virtual format to continue offering this leadership series in order to decrease the impact to the workforce. Approximately twenty participants met virtually as a whole and in breakout sessions. All parties indicated that the training was well received and well executed in the virtual format. Other MDA training initiatives continued via Zoom and Skype platforms in the virtual environment.

MDA participated in the DoD the Early Career Workshop (ECW) program. This is a DoD sponsored initiative providing employees with opportunities to lead change within the Department. MDA has one participant in the ECW who participates on the DAU and AWF Functional Areas Transformation committees.

Hiring and Labor Sustainment:

With reductions planned for DAWDA, all previously DAWDA-funded entry level hires made were successfully transitioned to MDA RDT&E funding by the end of FY 2020. Defense Civilian Acquisition Intern Program (DCAIP) participants that graduated in FY 2020 were hired using DAWDA funds and successfully on-boarded prior to the end of FY 2020.

Incentives:

DAWDA was used as a recruitment incentive, funding first duty station permanent change of station (PCS) to attract the best qualified candidates. To support retention of critical new members of the acquisition workforce, DAWDA also enabled the offering of Student Loan Repayments. The SLRP was revitalized late in FY 2020 and payments of the SLRP incentives were obligated and will be executed during FY 2021.

Joint Staff (JS) Highlights

In FY 2020, the JS used DAWDA to improve acquisition outcomes by training and educating personnel to plan commercial support to operations. Improved planning allows

Combatant Commands (CCMDs) to unmask opportunities and risks of commercial support to globally integrated operations. DAWDA resources are vital to educate and train AWF and non-AWF operational forces on their responsibilities to plan, procure, manage, and assess commercial support to operations. JS accomplishments with DAWDA align with all three NDS lines of effort as indicated below.

Build a More Lethal Force

Joint OCS Planning and Execution Course (JOPEC). The two-week JOPEC continues to mitigate OCS training gaps across DoD. In FY 2020, the JS used DAWDA to deliver four JOPECs to 109 graduates (58 percent from AWF, 42 percent from non-AWF operational forces).

JOPEC Lite. Due to COVID travel restrictions imposed in March 2020, JOPEC mobile training teams were cancelled. *To continue the training mission, the JS developed and delivered in less than 100 days, JOPEC Lite to 122 students using Microsoft Teams® and distance-learning.* The 40-hour JOPEC Lite delivers JOPEC content, while greatly reducing travel and printing costs.

Online Training. Through DAWDA, 2,662 personnel completed the Joint OCS Essentials for Commanders and Staffs (JOECS) Phase I course, 971 completed JOECS Phase II (17,977 for JOECS Phase I & II since 2015), and 207 completed the OCS General/Flag Officer Essentials course (2,287 since inception in 2009) on joint knowledge online (JKO). DAWDA is also supporting development of a new four-phase suite of OCS courses on JKO.

Joint Professional Military Education (JPME). DAWDA ensured continued integration of OCS in JPME through process for accreditation of joint education (PAJE) assessments. While one assessment was cancelled due to COVID, two were completed: Air Command and Staff College and Army Command and General Staff College; raising the number of resident and non-resident JPME graduates meeting OCS requirements by 9,850 in FY 2020.

Service Advanced Planning Schools. The JS assessed coverage of OCS and commercial support planning considerations in the following Services' advanced planning schools with 256 graduates: Army School of Advanced Military Studies; DON Maritime Advanced Warfighting School; Air Force School of Advanced Air and Space Studies; and Marine Corps School of Advanced Warfighting.

Joint OCS Training Integration. OCS was integrated into the JOPES Action Officers Course (160 annual graduates) based on authority in title 10, U.S.C., §2333 and the OCS DCR. The effort has reviewed one third of the 37 joint courses.

Staff Joint Training (SJT). The JS designed and delivered six SJT events enabling 21 staff officers to plan commercial support for linguists and Joint Health Services in USEUCOM.

Doctrine. As the foundation of all OCS education and training, DAWDA enabled revisions to three foundational joint publications (JP): JP 1-0, *Joint Personnel Support*, JP 2-0, *Joint Intelligence*, and JP 3-0, *Joint Operations*.

Total Force Realism in Plans. The JS integrated commercial support considerations into nine key plan reviews, posture reviews, strategic guidance documents, and concepts.

Service OCS Training Tasks. The JS facilitated Marine Corps and Navy working groups to define Service-level OCS tasks into Service training and to inform content for a new four-phase suite of OCS courses on JKO that can be leveraged as part of the Services' training solutions.

Strengthen Alliances and Attract New Partners

North Atlantic Treaty Organization (NATO) Engagement on Commercial Support to Operations. JS authored a "Food for Thought Paper" that was briefed to the NATO Senior Logistics Steering Board and the NATO Logistics Committee in November 2019. The briefings educated attendees on the imperative, challenges, and practical efforts required to improve commercial support in transition from baseline activities to crisis.

USEUCOM-NATO Table Top Exercise (OCS). Planned and facilitated this "first of a kind" training event attended by 52 attendees from 19 organizations and 10 countries at Supreme Headquarters Allied Powers Europe in November 2019. USEUCOM and NATO's Standing Joint Logistics Support Group co-hosted the training event that centered on two lines of effort. First, develop a process to prioritize and de-conflict competing Coalition/NATO commercial requirements. Second, determine features of a U.S.-sponsored, NATO Support and Procurement Agency-awarded, multinational-scalable contract for fuel delivery to Corps Support Areas.

Reform DoD for Greater Performance and Affordability

Commercial Support to Operations Senior leader Seminar and Learning Symposium. Planned and executed this event in January 2020 for 126 attendees, which included 25 panelists from across DoD, DOS, DOT, and key allies, 16 general/flag officers or members of the Senior Executive Service, and a keynote address by the Vice Chairman of the Joint Chiefs of Staff.

OCS Web Portals for COVID Information. Established Intelink-based information exchange web site to respond to multiple information requests during the COVID pandemic. The popular site contains announcements, "Who to Call" list, newsfeed, "The Latest Word" (unofficial insights), documents, useful links, and policy and doctrine related to the pandemic.

Vendor Threat Mitigation (VTM) Tools. In coordination with the Office of the Secretary of Defense for Logistics, the JS helped release the VTM module in the Supplier Performance Risk System to provide department-wide visibility of vendors vetted under CCMD programs.

Integration in Joint Strategic Planning System, Reporting, and Assessments. Educated staff on integrating commercial support considerations into the joint strategic planning system to include the joint logistics estimate, joint military net assessment, the Chairman of the Joint Chiefs of Staff's Risk Assessment, and the annual joint assessment. The education supports NDS and informs force design by shaping the "Joint Concept for Contested Logistics" with threads for commercial support considerations in the 2035 time frame to inform globally integrated war gaming, DoD strategy, requirements, and resourcing decisions.

COVID and Other Lessons Learned.

The OCS Enterprise Lesson Manager reviewed 36 observations from the Joint Lesson Learned Information System and took part in several task forces addressing overseas COVID-19 contractor management challenges. These challenges included contractor accountability, identification of at-risk contractors, contractor movement in/out of theater, medical evacuation,

quarantine, and restriction of movement, repatriation of other country national contractors, and visas. Lessons from these activities are informing updates to OCS training and education.

4. FY 2020 DAWDA Program Financial Information:

FY 2020 DAWDA funding was initially provided through two Continuing Resolutions and then the final total appropriation of \$400 million from the FY 2020 Appropriations Act enacted in December 2020. DoD adjusted the planned baseline program of \$400 million to align to enacted direction that \$304 million was available for the baseline DAWDA program and \$96 million for separately identified special initiatives. DoD executed \$331.8 million (109.2 percent) for the baseline program, achieving this by maximizing use of prior year carryover, and executed \$20.5 million (27.2 percent) of the funding set aside for the three critical initiatives, which were subject to submission of individual plans to Congress (submitted by FY 2020 QTR 3) and executed during FY 2020 and FY 2021. Figure 7 summarizes the above.

Figure 7 – FY 2020 DAWDA Financial Summary (000)

FY 2020 Defense Acquisition Workforce Development Account Description of Operations Financed ¹ (\$000's)	FY 2020 Actuals
FY 2020 Appropriated:	\$ 400,000
Baseline DAWDA Program:	\$ 304,000
FY 2020 Appropriations Act set-aside for critical initiatives:	\$ 96,000
Carried forward from Prior Year	\$ 30,712
Total Obligation Authority	\$ 430,712
Executed Baseline DAWDA Program using prior year carryover:	\$ 331,838
Executed set-aside for critical initiatives	\$ 20,529
Total FY 2020 Obligations²	\$ 352,367

Notes:

1. Source: DFAS SF133 of 30 Sept 2020

2. Total obligations of all of current and prior year funding authority available.