

Department of Defense Acquisition Workforce Development Account

FY 2021 Annual Report



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

June 2022

The estimated cost of this report or study for the Department of Defense is approximately \$63,000. This includes \$ 20,000 in expenses and \$43,000 in DoD labor.

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1. FY 2021 Defense Acquisition Workforce Development Account (DAWDA) Program Overview

The DAWDA was established in the National Defense Authorization Act for Fiscal Year (FY) 2008 (Public Law 110-181), subsequently codified at section 1705 of title 10 United States Code. 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 annual report is submitted in response to the explanatory statement accompanying the H.R. 2417 the Consolidated Appropriations Act, 2022 (Public Law 117-103), Division C, page 73, which requests 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 report addresses the use/execution of direct-appropriated FY2021 DAWDA funding and carryover FY 2020 funding. The report does not address the Military Department use of separately appropriated FY 2021 O&M funding directed to be used for the respective Military Department acquisition workforce. The requirements for those efforts separately reported by the individual Services.

The DoD AWF supports the National Defense Strategy (NDS). Component acquisition executives use the DAWDA to hire, train, and equip the extraordinary people of the acquisition workforce as they work with the defense industry to develop, acquire and sustain operational capability and accelerate fielding of critical technology to our military as they deter aggression and defend the nation.

Since 2008, DoD has used the DAWDA to rebuild the acquisition workforce size by 49 percent from 125,879 to 187,232 and restore balanced year groups. The rebuilding includes increasing the program management workforce by 57 percent, engineering by 39 percent, and contracting by 31 percent. Enabled by DAWDA, DoD improved workforce succession readiness by eliminating the “bathtub” of low year group levels of civilian mid-career year groups. DoD also advanced professionalizing the workforce by increasing education levels – those in the workforce with a bachelor or graduate degree increased from 77 percent to 83 percent since 2008.

The FY 2021 Consolidated Appropriations Act was enacted on December 27, 2020 and was preceded by two Continuing Resolutions. Congress supported the President’s FY 2021 budget request of \$58.181 million and the shift of \$140 million to the Military Departments as directly appropriated Operational and Maintenance funding for the Military Department’s acquisition workforce (vice centrally appropriated DAWDA). For FY 2021, Congress appropriated an additional \$30 million in DAWDA for a total appropriated, with one-year availability, of \$88.2 million. FY 2021 available funding also included an additional \$133.4 million of FY 2020 DAWDA-appropriated carryover funding which was provided with a two-year availability. The FY 2020 funding carried over into FY 2021 consisted of two parts: 1) \$55.6 million from the FY 2020 DAWDA core program; and 2) \$77.8 million designated through the FY 2020 Consolidated Appropriations Act for USD (A&S) priority initiatives, including the Military Department’s critical hires, the Defense Civilian Training Corp (DCTC) initiative and Defense Acquisition University (DAU) transformation. The DAWDA execution environment for FY

2021 included the continued impact of COVID-19 and variants, which resulted in continued high reliance on DAU's Virtual Instructor Led Training (VILT) and online training.

Top examples of the use of DAWDA in FY 21 include:

- 2,206 Joint Staff (JS) personnel completed the Joint Operational Contract Support Essentials for Commanders and Staffs (JOECS) Phase I course. 796 completed the JOECS Phase II course. 35 completed the Operational Contracting Support (OCS) General/Flag Officer Essentials Course.
- Defense Logistics Agency (DLA) used DAWDA to continue working with academia to provide "Insights to Industry" courses that develop and foster a better understanding of Industry. DLA graduated 80 course participants.
- Defense Contract Management Agency (DCMA) piloted the first cohort of 55 Emerging Leaders (EL) for General Schedule (GS)-06-13 non-supervisory employees which includes developmental assignment opportunities, leadership courses by roles, and mentoring.
- Defense Contract Audit Agency (DCAA)'s Defense Contract Audit Institute used DAWDA to support the instruction of 243 virtual leadership and audit courses, which provided approximately 140,164 Continuing Professional Education (CPE) credits to the audit workforce.
- DAU deployed 80 new or revised learning solutions as part of the DAU transformation to meet the emerging needs of the workforce as directed by Congress and the Office of the Secretary of Defense, and by customer-generated requirements.
- DAU graduated 33,400 students from instructor-led in-classroom courses and Virtual Instructor Led Training, an increase from 25,000 in FY 2020. DAU graduated 712,340 graduates from on-line training (OLT).
- Army executed the Student Loan Repayment Program to help retain approximately 912 acquisition professionals in critical/hard to fill civilian Army Acquisition Career field positions.
- Department of the Navy (DON) provided 54 specialty contracting training courses via a virtual instructor-led training platform.
- Air Force continued to support the Air Force Institute of Technology's (AFIT) specialized application-level training for Engineering, T&E Design of Experiments, Systems and Software development, new workshops supporting Digital Acquisition, as well as Contracting and Project Management training for its junior civilians.

For more detail and additional examples, see the report Section 3 Highlights.

2. FY 2021 DAWDA Program Execution:

The DoD FY 2021 DAWDA program level, \$221.6 million, consisted of two parts: 1) the \$143.8 million core program, which includes \$88.2 million from the FY 2021 Department of Defense Appropriations Act plus \$55.2 million in FY 2020 carryover funds; and 2) \$77.8 million in FY 2020 carryover funds designated for special initiatives supporting the Under Secretary of Defense for Acquisition and Sustainment. In FY 2021, a total of \$170.3 million was obligated¹.

Training and Development Initiatives (See Figure 1 below)

DAWDA-related workforce Training and Development activities (T&D activities) (see Figure 1 below) totaled 800,499 in FY 2021. Seventy-six percent of all reported DAWDA training activities supported the Contract Management (46 percent), Program Management (23 percent) and Life-Cycle Logistics (7 percent) career fields.

DAU training accounts for 745,820 of 800,499 (93 percent) of FY 2021 DAWDA-related T&D activities. Ninety-five percent of the 745,820 DAU T&D activities were continuous learning and general acquisition training. Five percent of the DAU T&D activities (training completed) were for career field/competency training. Forty-eight percent of the DAU T&D activities supported the Contracting Career Field and 24 percent supported the Program Management Career Field. DAU also produced or updated 80 training courses. DAU executes its mission using both O&M mission funding and DAWDA. DAWDA uniquely provides DAU the agility to create new learning assets to meet emerging needs. With DAWDA DAU was able to use increased instructional systems design (ISD) capability and capacity to shift its platform from large courses to tailored, smaller learning resources for teams and individual needs. In addition, DAU has used the new ISD capability to move content to virtual delivery and to improve the student learning experience and transfer of new skills into the workplace.

The DON and Air Force used FY 2020 DAWDA carryover funding for 26,133 of reported DAWDA-supported T&D activities in FY 2021 (3 percent). The Army used DAWDA carryover successfully for non-training (Student Loan Repayment incentives) initiatives. The DON and Air Force training primarily supported the Engineering and Life Cycle Logistics career fields (35 percent). Twenty-eight percent of the reported training was categorized as multi-career field training. Seventy percent of the training provided was career field/competency training. The Services also funded 6,639 advanced education and 601 leadership training courses.

Fourth Estate Agencies used DAWDA funding for 28,546 of reported DAWDA-supported T&D activities in FY 2021 (4 percent). The 4th Estate training was primarily career field/competency training and primarily supported the Cost Estimating, Contracting and Auditing career fields. The 4th Estate also funded 540 advanced education and 2,020 leadership training courses.

¹Data from end of Sept 2021 DFAS 1002 Report. DFAS 1002 reports provide adjustments to obligations such as de-obligations in the detail needed for this report, whereas DFAS SF133 reported unadjusted obligations.

**Figure 1 – FY 2021 DAWDA-Funded Training and Development Initiatives
by Career Field**

FY21 DAWDA Funded Initiatives by Supported Career Field (DAU Only)	CON	PM	LCL	Supports Mult. Career Fields	ENG	BUS-Financial Mgt	PQM	IT	T&E	BUS-Cost Est.	PUR	IPM	STM	FE	SB	AUD	FY21 Total	FY21 %
Continuous Learning/General Acquisition Training Seats	349,222	170,736	44,544	42,518	39,100	15,265	10,832	10,072	7,491	7,077	6,297	3,261	2,847	2,208	870	0	712,340	95.51%
Career Field/Competency Training Seats	10,773	11,135	2,589	93	2,493	1,134	1,059	1,673	556	365	453	172	470	319	116	0	33,400	4.48%
Training Courses Developed	13	18	35	0	3	2	0	3	0	1	0	2	0	2	1	0	80	0.01%
Career Field Total	360,008	181,889	47,168	42,611	41,596	16,401	11,891	11,748	8,047	7,443	6,750	3,435	3,317	2,529	987	0	745,820	100.00%
Career Field %	48.27%	24.39%	6.32%	5.71%	5.58%	2.20%	1.59%	1.58%	1.08%	1.00%	0.91%	0.46%	0.44%	0.34%	0.13%	0.00%	100.00%	
FY21 DAWDA Funded Initiatives by Supported Career Field (Services Only)	Supports Mult. Career Fields	LCL	ENG	PM	CON	T&E	BUS-FM	IT	BUS-CE	STM	FE	PQM	PUR	AUD	IPM	SB	FY21 Total	FY21 %
Career Field/Competency Training Seats	7,305	6,257	2,205	838	582	793	287	24	45	1	0	3	0	0	0	0	18,340	70.18%
Advanced Education Classes	18	818	1,941	985	1,018	293	564	744	114	102	41	0	1	0	0	0	6,639	25.40%
Leadership Training Seats	0	76	252	97	42	39	30	33	17	7	1	7	0	0	0	0	601	2.30%
Continuous Learning/General Acquisition Training Seats	0	29	40	95	283	0	0	21	0	0	0	0	0	0	0	0	468	1.79%
Training Courses Developed	0	5	29	0	0	0	1	0	3	0	0	0	0	0	0	0	38	0.15%
Rotational Assignments	6	1	1	9	2	1	0	1	0	0	1	1	0	0	0	0	23	0.09%
Conferences/Seminars/Symposium Attendees	0	0	0	0	22	0	0	0	0	0	0	0	0	0	0	0	22	0.08%
CYBER Education Seats	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	2	0.01%
CO-OP/College programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Workforce Planning Initiatives	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Competency Management Assessments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Other DAWDA Supported Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Total	7,329	7,186	4,468	2,026	1,949	1,126	882	823	179	110	43	11	1	0	0	0	26,133	100.00%
Services % by CF:	28.05%	27.50%	17.10%	7.75%	7.46%	4.31%	3.38%	3.15%	0.68%	0.42%	0.16%	0.04%	0.00%	0.00%	0.00%	0.00%		
FY21 DAWDA Funded Initiatives by Supported Career Field (Agencies)	BUS-CE	CON	AUD	Supports Mult. Career Fields	PQM	PM	SB	ENG	LCL	BUS-FM	IT	IPM	FE	T&E	PUR	STM	FY21 Total	FY21 %
Career Field/Competency Training Seats	9,118	1,955	3,862	1,601	2,193	455	11	735	142	201	125	116	7	44	1	0	20,566	72.05%
Other DAWDA Supported Training	13	1,879	0	1,005	1	140	0	11	177	36	48	11	54	4	19	0	3,398	11.90%
Leadership Training Seats	16	613	157	448	279	155	0	90	151	62	18	31	0	0	0	0	2,020	7.08%
Conferences/Seminars/Symposium Attendees	3	119	0	56	0	25	985	18	9	40	3	0	0	0	0	0	1,258	4.41%
Advanced Education Classes	18	200	0	104	10	71	0	27	66	3	34	0	5	1	0	1	540	1.89%
Continuous Learning/General Acquisition Training Seats	1	286	0	71	0	51	0	28	26	5	45	0	3	0	0	1	517	1.81%
Competency Management Assessments	0	0	0	0	0	131	0	0	0	0	0	0	0	0	0	0	131	0.46%
CYBER Education Seats	0	0	0	0	0	5	0	3	0	0	41	0	0	0	0	0	49	0.17%
Training Courses Developed	7	7	0	3	0	0	0	7	0	5	0	0	0	0	0	0	29	0.10%
Workforce Planning Initiatives	0	5	0	1	0	10	0	0	1	0	0	0	0	0	0	0	17	0.06%
Rotational Assignments	0	3	0	1	5	0	0	4	0	0	0	1	0	0	0	0	14	0.05%
CO-OP/College programs	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7	0.02%
Career Field Total	9,176	5,074	4,019	3,290	2,488	1,043	996	923	572	352	314	159	69	49	20	2	28,546	100.00%
Career Field %	32.14%	17.77%	14.08%	11.53%	8.72%	3.65%	3.49%	3.23%	2.00%	1.23%	1.10%	0.56%	0.24%	0.17%	0.07%	0.01%	100.00%	
FY21 DAWDA Funded Initiatives by Supported Career Field (Total)	CON	PM	LCL	Supports Mult. Career Fields	ENG	BUS-FM	BUS-CE	PQM	IT	T&E	PUR	AUD	IPM	STM	FE	SB	FY21 Total	FY21 %
FY21 Career Field Total:	367,031	184,958	54,926	53,230	46,987	17,635	16,798	14,390	12,885	9,222	6,771	4,019	3,594	3,429	2,641	1,983	800,499	100.00%
FY21 Career Field %:	45.85%	23.11%	6.86%	6.65%	5.87%	2.20%	2.10%	1.80%	1.61%	1.15%	0.85%	0.50%	0.45%	0.43%	0.33%	0.25%	100.00%	

Hiring

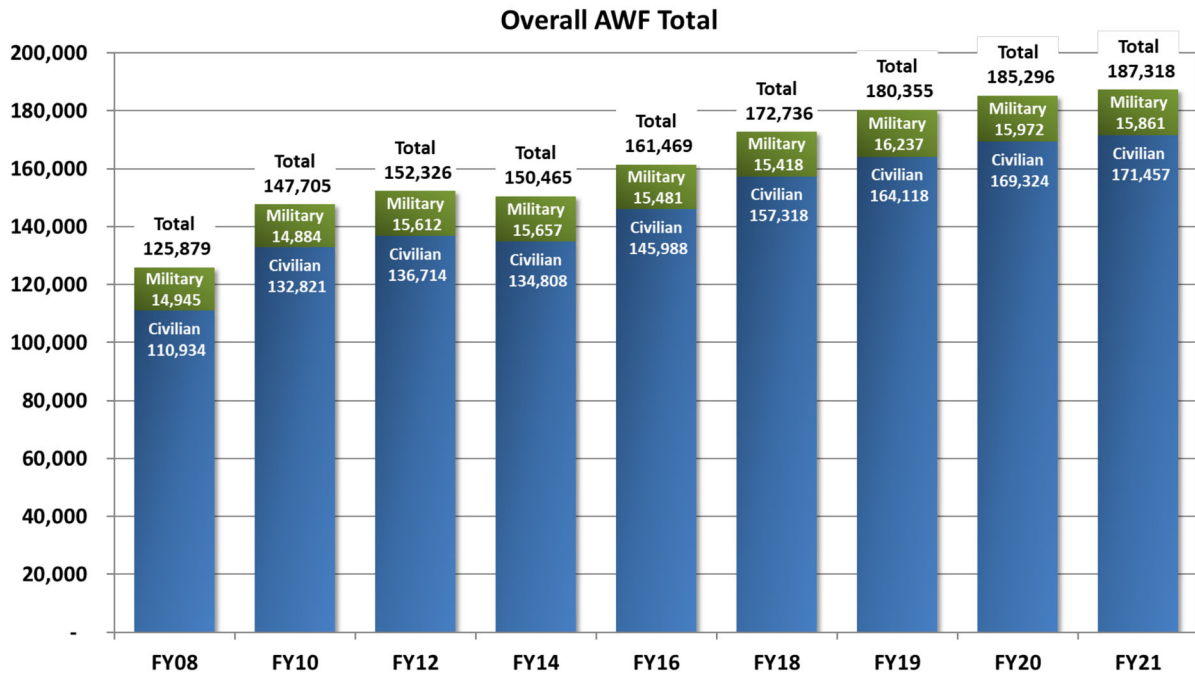
FY 2021 DAWDA-supported new hires continued to decline due to completion of the original rebuilding objective, a significant reduction in DAWDA funding, a shift from multi-year to single year funding availability, a statutory shift of DAWDA to be a direct appropriation of Military Department Operation and Maintenance funding and a resulting shift to use of DAWDA as a tactical training (instead of strategic rebuilding) workforce improvement use. Overall new hires declined from 219 in FY 2020 to 137 in FY 2021. The majority of FY 2021 DAWDA hiring was by DCAA (110 new hires), followed by DoN (27 new hires).

Figure 2 – DAWDA-Funded FY 2021 Component Hires by Career Field

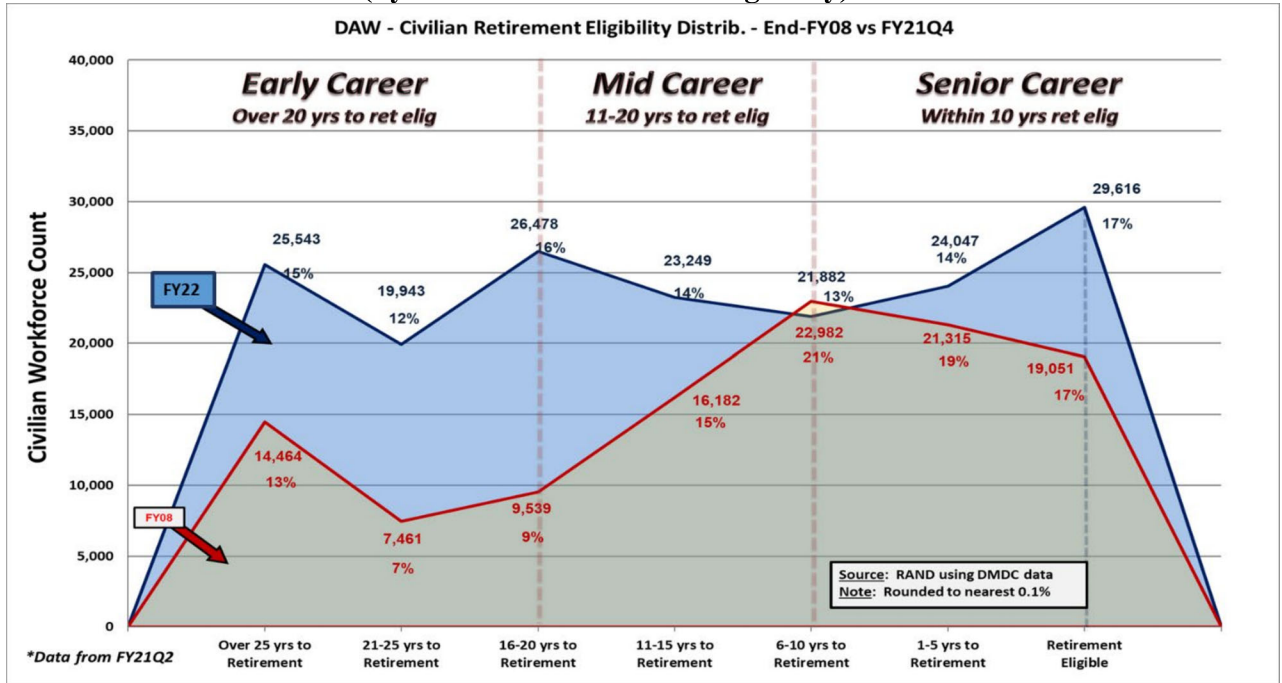
Acquisition Workforce Career Field	DCAA	Navy	All Other Services & Agencies	Total	% of Total
Audit	110	0	0	110	80.3%
Contracting	0	6	0	6	4.4%
Engineering	0	6	0	6	4.4%
Information Tech	0	5	0	5	3.6%
Prod Qual & Mfg	0	5	0	5	3.6%
Program Mgt	0	4	0	4	2.9%
Bus -FM	0	1	0	1	0.7%
All Other Career Fields	0	0	0	0	0.0%
Total	110	27	0	137	100.0%

Starting in 2008, DAWDA was used to strategically rebuild the size of the acquisition workforce size (Figure 3) and balance (reshape) civilian year groups (Figure 4).

Figure 3 – Defense Acquisition Workforce Size FY 2008 to FY 2021



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



Recruiting, Retention and Recognition (3Rs) Initiatives

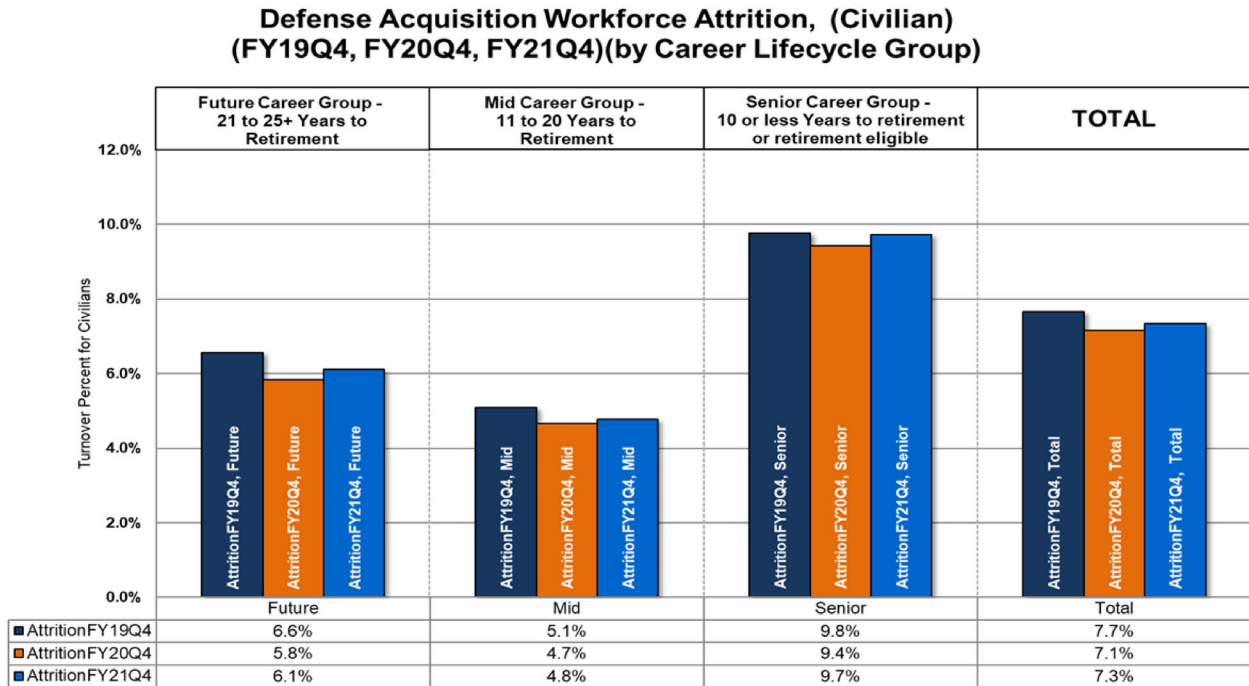
The Services and Fourth Estate Agencies completed 1,424 DAWDA-supported recruiting, retention and recognition (3Rs) activities in FY 2021 (see Figure 5). This was an overall drop of 61 percent from FY 2020 (-2,244 3R activities) which reflects the shift of DAWDA to direct-appropriated O&M for the Military Departments, reduction in available DAWDA-appropriated funding and shift to tactical use of DAWDA primarily for training. Sixty-eight percent of 3R FY 2021 use, funded by DAWDA, was for Student Load Repayment retention incentives (971). Components used the 3Rs primarily for the Contracting and Engineering Career Fields (684 - 48 percent and 365 - 24.6 percent respectfully). The Army and DoN represented 75 percent of 3Rs use, primarily using the Student Loan Repayments (SLR) incentive. The 4th Estate primarily used DAWDA for non-SLR retention incentives.

Figure 5 – DoD DAWDA Funded FY 2021 Recruiting, Retention, and Recognition Initiatives by Career Field

FY 2021 DAWDA Recruiting, Retention and Recognition Activities (Total)	CON	ENG	PM	IT	LCL	BUS-Financial Mgt	PQM	FE	T&E	BUS-Cost Est.	STM	PUR	Supports Mult. Career Fields	AUD	IPM	SB	FY21 Total	FY21 %
Student Loan Repayment, Retention, Number Paid	360	354	44	63	22	51	12	22	17	9	12	4	1	0	0	0	971	68.2%
Retention Incentive, Number Paid	153	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	153	10.7%
Student Loan Repayment, Recruiting, Number Paid	57	0	17	0	40	3	0	0	0	1	0	0	0	0	0	0	118	8.3%
Recognition Awards, Number Paid	42	6	13	0	4	3	22	0	2	3	0	0	0	0	0	0	95	6.7%
Relocation Incentives, Number Paid	71	0	2	1	0	1	0	0	0	1	0	0	0	0	0	0	76	5.3%
PCS - First Duty Station Moves, Number Paid	0	5	0	0	0	0	1	0	0	0	0	0	0	0	0	0	6	0.4%
Other Recruiting, Retention or Recognition Activity	1	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	4	0.3%
Marketing Materials Purchase Number	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0.1%
Career Field Total	684	365	76	64	66	61	35	22	19	14	12	4	2	0	0	0	1,424	100.0%
Career Field %	48.0%	25.6%	5.3%	4.5%	4.6%	4.3%	2.5%	1.5%	1.3%	1.0%	0.8%	0.3%	0.1%	0.0%	0.0%	0.0%	100.0%	
FY 2021 DAWDA Recruiting, Retention and Recognition Activities (Services)	CON	ENG	PM	LCL	IT	BUS-FM	FE	T&E	PQM	STM	BUS-CE	PUR	AUD	SB	IPM	Supports Mult. Career Fields	FY21 Total	FY21 %
Student Loan Repayment, Retention, Number Paid	323	345	41	22	62	46	22	17	12	12	7	4	0	0	0	0	913	85.0%
Student Loan Repayment, Recruiting, Number Paid	57	0	17	40	0	3	0	0	0	0	1	0	0	0	0	0	118	11.0%
Recognition Awards, Number Paid	6	4	12	3	0	2	0	2	0	0	2	0	0	0	0	0	31	2.9%
Relocation Incentives, Number Paid	7	0	2	0	1	1	0	0	0	0	1	0	0	0	0	0	12	1.1%
Career Field Total:	393	349	72	65	63	52	22	19	12	12	11	4	0	0	0	0	1,074	100.0%
Career Field %	36.6%	32.5%	6.7%	6.1%	5.9%	4.8%	2.0%	1.8%	1.1%	1.1%	1.0%	0.4%	0.0%	0.0%	0.0%	0.0%	100.0%	
FY 2021 DAWDA Recruiting, Retention and Recognition Activities (Agencies)	CON	PQM	ENG	BUS-FM	PM	BUS-CE	Supports Mult. Career Fields	IT	LCL	AUD	FE	IPM	PUR	STM	SB	T&E	FY21 Total	FY21 %
Retention Incentive, Number Paid	153	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	153	43.7%
Recognition Awards, Number Paid	36	22	2	1	1	1	0	0	1	0	0	0	0	0	0	0	64	18.3%
Relocation Incentives, Number Paid	64	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	64	18.3%
Student Loan Repayment, Retention, Number Paid	37	0	9	5	3	2	1	1	0	0	0	0	0	0	0	0	58	16.6%
Other Recruiting, Retention or Recognition Activity	1	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	4	1.1%
PCS - First Duty Station Moves, Number Paid	0	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0	6	1.7%
Marketing Materials Purchase Number	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0.3%
Career Field Total	291	23	16	9	4	3	2	1	1	0	0	0	0	0	0	0	350	100.0%
Career Field %	83.1%	6.6%	4.6%	2.6%	1.1%	0.9%	0.6%	0.3%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	

Defense acquisition workforce retention, as measured by attrition across early, mid and senior career groups, has remained steady with a light improvement since FY 2019 (see Figure 6).

Figure 6 – Recent DoD Acquisition Workforce Attrition FY 2018 through FY 2021



3. FY 2021 DAWDA Highlights:

The following are FY 2021 DAWDA highlights from the Services, select Defense Agencies, and the Defense Acquisition University.

Department of the Army Highlights

Army Recruiting, Retention, Recognition:

In FY 2021 the Army Defense Acquisition Career Management (DACM) Office Student Loan Repayment (SLR) Program executed disbursement of \$6.3M to retain approximately 912 critical/hard to fill civilian Army Acquisition Career field positions. This will allow the civilian Army Acquisition Workforce to retain these employees for at least 3 years for the payment of up to \$10,000 for the approved SLR benefit.

Department of Navy (DON) Highlights

DAWDA has enabled the training, recruitment, advancement and retention of many of the highly specialized personnel that comprise the DON AWF. In FY 2021, DAWDA funded \$4.5M of FY 2021 carry over to 6 Navy entities and realized an obligation rate of 100 percent.

Navy Training and Career Development:

Through UVA's Darden School of Business, DON procured three Insight Into Industry Management Courses. The two (two-week) sessions allowed 90 O-4/6 and GS-13/15 civilian attendees, in several critical acquisition career fields, the opportunity to look through the eyes of industry to understand what drives its behavior. A similar 3-week course, for attendees in the Contract career field, afforded 48 O-3/4 and GS-9/11 civilian attendees, the same insights. The DON uses the U.S. Navy Insights into Industry Management Course (NIMC) to develop and foster an understanding of the role of cash flow, profit, risk and contribution margin in industry decisions, and to predict how industry will react to government proposals, allowing them to structure proposals for favorable outcomes to Government. The NIMC provides delivery of succinct and timely business issues in a comprehensive format similar to current executive-level business seminar training found in the commercial sector. The intent of the NIMC is to deliver a concentrated business curriculum to enhance the student's awareness of industry vitality (structure and strategy), financial metrics, corporate culture, decision-making drivers and processes, and collaboration and business management techniques to improve their ability to interact with corporations as the students execute largely DoD policies.

DAWDA allowed 65 acquisition O-5/6's and GS-14/15's DON employees the opportunity to attend the University of North Carolina Understanding the Government-Industry Relationship in Acquisition and Sustainment Course, which educates participants on understanding the defense industry mindset, motivations, behaviors, and developing approaches to generate savings in different scenarios. The focus is on understanding organization-specific financial incentives/metrics, how to leverage expertise from subject matter experts, analyzing organizational strengths/weaknesses, and formulating a program-specific approach to benefit the organization. They learn how contractors value the level and timing of contractor-related issues, understand cash flows, how financial statements work, and how the market values firms, how funding uncertainty affects contractor behavior, understand the implications of different risk-sharing arrangements, understand pressures and demands on senior executives in specific lines of business, and critique use of contractual incentives from both the Government and Industry perspective.

Despite the challenges brought about by the ongoing pandemic, the DON was able to continue to develop 23 specialized contracting business management processes and provide 54 specialty contracting training courses, via virtual instructor-led training platform. This enabled the contracting workforce to continue and to complete the requisite training for their Facilities Support Contract and Environmental Contract warrant authority certifications. 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 skill critical for their participation on Source Selection Boards/Slate-Selection Boards for Architect-Engineer contracts. Overall, the specialty contracting training and the development of contracting business management process, funded by DAWDA, have

continually enhanced the acquisition workforce capability to execute and administer multi-billion dollar contracts while mitigating potential protest issues and statutory violations ensuring timely contract award and cost-effective post-award administration in support of the Navy's strategic mission worldwide.

Navy Recruiting, Recognition and Retention:

DON was able to continue to fund Critical Hiring Initiative associates from the Fiscal Year 2020 and 2021 hiring initiative. The DON successfully sustained the costs of 29 Associate level FY 2020 hires and the hiring of an additional 23 Associate level hires in FY 2021. These efforts were critical for addressing the needs of experienced level employees being hired to fill critical vacancies at the System Commands to backfill vacancies associated with attrition and/or retirement.

The Student Loan Repayment Program (SLRP) is one of the key retention tools for many of DON commands. The contracting competency is the main customer of SLRP, overall executing 122 SLRP's using FY 2020 carry over in FY 2021. SLPRs allow DON to retain quality contracting specialists and other subject matter within the enterprise.

Department of the Air Force (DAF) Highlights

The DAF 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. Top FY 2021 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 programs and outreach capability and finishing out the 3-year onboarding programs of prior year entry level hires that supported strategic pivots in acquisition organizations.

Preparation for Funding Changes, FY 2021 Program Execution and Funding Carryover:

Funding Changes: DAF DAWDA team spent considerable time and effort in FY 2020 preparing for the change in funding process and structure implemented with the FY 2021 Appropriation Act. Advanced coordination and set-up of financial structure, policies and permissions accomplished in FY 2020 proved to be a crucial factor that facilitated a smooth transition from OSD-provided funding to O&M funding laid directly into DAF overall budget. DAF DAWDA was prepared to execute full program funding as soon as it was released after leveraging the groundwork done in FY 2020 to protect the fund from administrative fees and align it exclusively to DAWDA initiatives and programs.

Funding Carryover: Multi-year funds carried forward from FY 2020 were a crucial component to ensuring that DAWDA would continue without interruption for as long as six months in the event of an extended period of time under a continuing resolution. DAF was able to continue all programs and initiatives without pause or slow-down due to sufficient financial resources for a full six months. DAF also quickly aligned and executed a full-year O&M budget in the second half of FY 2021. Faced with the first time that the DAWDA program did not have multi-year funding available to mitigate risk and facilitate a seamless transition between fiscal years, DAF DAWDA successfully developed and executed a transition plan that would ensure key programs

remained funded and active from FY 2021 into early FY 2022. DAWDA continues to support a focus toward the Operational Mission through management and development of Systems and Services acquisition by our professional workforce.

Highlights:

A deliberate shift from a strict “by-specific-initiative” management structure and oversight process to a direct distribution managed at MAJCOM or functional level meant that DAWDA users were in control to better support Commander Priorities without extra steps at Air Staff. Shifting timeline for request submission, review and approval from before program year to exclusively accepting all new requests as unfunded. Then new requests were reviewed as funding became available from other initiatives due to lower than anticipated cost or unforeseen cancellations. This resulted in having a sizeable number of reviewed and conditionally approved initiatives ready to accept and obligate funding late in the fiscal year. This new approach to program management has been exceptionally successful in posturing DAF to make the most effective and complete use of DAWDA financial resources while also ensuring that the acquisition community realizes the highest return on investment while ensuring that leadership priorities, not an ability to obligate funding, is the driving force for end-of-year decisions of which requests are approved and receive funding. This results in the biggest bang for the DAWDA buck within the DAF.

In FY 2021, in the DAF continued prior efforts to support the Air Force Institute of Technology’s (AFIT) specialized application-level training for Engineering, T&E Design of Experiments, Systems and Software development, new workshops supporting Digital Acquisition, as well as Contracting and Project Management training for its junior civilians.

DAWDA also ensured continued and updated available virtual (online) Acquisition Civilian training, advanced education courses toward advanced educational degrees and certificate programs, hiring and retention incentives to attract and keep the finest personnel, a fully funded centralized outreach and recruiting support system and team, and resources available to all DAF acquisition commands and functional communities. Additionally, DAF DAWDA was also able to provide enough resources to fund the Contracting community’s BIZINT (Business Intelligence) tool project for nearly six months which ensured continued development well into the upcoming year and avoided costly turnover of the effort’s development team. DAWDA was able to support the Digital Engineering Campaign and bridge the gap in funding toward workforce development in key new areas of expertise not supported by the traditional DAU offerings. DAWDA supported software language and development education at the Digital University which, together with the Digital Engineering campaign and the Business Intelligence tool provide transformative results for the DAF acquisition workforce.

Defense Acquisition University Highlights Success Stories / Challenges / Concerns and Lessons Learned

I. – SUCCESS STORIES

In FY 2021, DAU continued its Transformation effort by expanding its virtual teaching environment and developing the “Back-to-Basics” initiative.

The “Back-to-Basics” initiative reinvents the structure of career fields. For more than thirty years, DAWIA training was a one-size-fits-all approach and delivered early in an individual’s career. Today, DOD has rethought and continues to rethink training to foster a culture of lifelong learning for current and future acquisition professionals. “Back-to-Basics” is structured into six functional areas and streamlines certification requirements. In doing so, the Department is reducing required training hours and creating opportunities for user-driven customized training, on-the-job training, work experience, and job-relevant credentials. Credentials empower workforce members to tailor their learning program to meet current job requirements and develop skills for future goals.

The intensive effort of transforming DAU learning assets to support the “Back-to-Basics” initiative has been possible due to the resource levels provided by the DAWDA account. In summary, DAU is operating under a new virtual training delivery paradigm, supplemented by physical classrooms, where appropriate. This was prepared for the targeted “Back-to-Basics” implementation date of 1 February 2022. As a result, DAWDA funding was expended to support that new training paradigm.

1) Acquisition Learning Delivery

DAU provided the Defense Acquisition Workforce the foundational acquisition knowledge when and where it was needed. In FY 2021, DAU graduated 33,400 students from instructor led in classroom courses and Virtual Instructor Led Training and 712,340 graduates from on-line training (OLT). Collectively, these learning assets helped the workforce meet their certification requirements, as well as their requirement to earn 80 continuous learning points every two years.

2) Curriculum Development and Revisions:

The following new learning solutions were fielded in support of the third Line of Effort “Reform the Department for Greater Performance and Affordability;” and Goal 2 of the Acquisition Workforce Strategic Plan: “Shape the Acquisition Workforce to achieve current and future acquisition requirements.”

a) New and Revised Courses: During FY 2021, DAU deployed 80 new or revised learning solutions to meet the emerging needs of the workforce as directed by Congress and the Office of the Secretary of Defense, and by customer-generated requirements, including the following:

- **Acquisition and Program Management** – Revised or deployed 13 courses including, ACQ 3700: Acquisition Law, EVM 263: Principles of Schedule Management and 11 others with portions of some courses deploying in FY 2022. Additionally, 7 Intellectual Property videos were developed such as: Source of Funding Determinations for Non-Commercial Technology, Open-Source Software and 5 others.
- **Business Cost Estimating** – Revised or deployed 3 courses: BCF 275V: Applied Business Analysis Techniques; CLB 008: Program Execution; and, CLB 010: Congressional Enactment.

- **Contracting** – Revised or deployed 4 courses: CCON 015: Advanced Contingency Contracting; CON 0150: Category Management Overview; CON 0510: Managing Government Property; and CON 1100V: Contracting Foundational Skills.
- **Engineering** – Revised or deployed 6 courses: ENG 0850: Systems Engineering; ENG 0880: Procurement for R&M Engineering; ENG 0890: Engineering; ETM 1060: Product Realization Fundamentals; ISA 1011: Information Systems Acquisition; and, NIEM ISA1010: Basic Information Systems Acquisition.
- **Logistics** – Revised or deployed 34 courses including CLCL 001: Product Support Management Fundamentals, LOG 0050: Developing a Life Cycle Sustainment Plan (LCSP), LOG 465V: Technical Data Management; PSM-JST: Project Support Metrics Job Support Tool and 31 others.
- **Contract Management** – Revised or deployed 5 courses: CMC 100: Contract Administration Fundamentals; CMC 170: DCMA's Role in Pricing Commercial Acquisitions; CME 103: Manufacturing and Delivery Surveillance; CMI 130: Integrated Cost Proposal Evaluation; CMQ 242V: Geometric Dimension & Tolerancing & Measuring Techniques.

b) Executive-Level Curriculum Accomplishments:

- 31 Executive Courses were conducted as DAU Virtual Instructor Led Training offerings reaching over 750 senior professionals from across DOD, Federal Agencies and industry. Graduates of DAU 400 level courses are better equipped to problem solve, innovate, and lead their programs and teams into the future.
- Conducted research, updated curriculum, and provided current topics across the Executive course continuum such as diversity, developing a learning culture, and design thinking (which was called out in the NDAA guidance for FY 2022) among many others topics.
- Created new virtual content based on feedback specifically from graduates of virtual PMT4010. The new content was designed to be relevant to modern learners and brought real-world acquisition challenges into the classroom—providing opportunities for the workforce to analyze and develop possible courses of action to for actual acquisition challenges.

c) Requirements Management Curriculum Accomplishments:

- RQM 3100 – Nine offerings (all virtual) with 428 graduates (5 percent increase over FY 2020). Also, integrated two video recording messages into the pre-work highlighting the VCJCS strategic vision and what’s imperative to the workforce. Used resources to increase learning by developing three new experiential exercises to the course.
- RQM 2100 - Released (Oct 2020) a new and innovative, applications-based online course emphasizing hands-on analytical and development skills. It uses job support tools (JSTs) to analyze, refine, and solve notional, scenario-based DoD requirements challenges when analyzing and documenting Warfighter needs and creating capability requirements documents.
- RQM 4030 - 11 offerings - 24 graduates (all virtual)

- RQM 4130 - Completed Senior Executive Leader Courses (4 learners) including Special Operations Command Vice Chief, Vice Chief of Staff of the Air Force & USAF A3/5 (Deputy Chief of Staff for Strategy, Integration and Requirements), National Guard Bureau Vice Chief.

3) Credentials

DAU implemented a new credentialing program offering specific training to meet the needs of the workforce. To date, 13,856 have enrolled in a credential and more than 2,181 have completed at least one. 13 credentials were deployed in FY 2021:

- CACQ 006 - Acquisition Law & Policy
- CCON 011 - Construction Contracting Credential
- CCON 012 - Advanced -Engineer Credential
- CCON 014 - Contingency Contract Administration Credential
- CCON 015 - Advanced Contingency Contracting
- CCYB 002 - Cyber Security for Program Managers
- CIND 001 - Industrial Contract Property Management
- CLCL 001 - Product Support Management Fundamentals
- CLCL 003 - Supply Change Integration
- CLCL 005 - Supportability & design Interface
- CLCL 009 - Information Technology Life Cycle Support
- CLCL 011 - Product Support Affordability & Cost Fundamentals
- CSBP 001 - Small Business Professional Credential

4) Job Support Tools (JSTs)

DAU created several Job Support Tools including: DoD Integrated Product Support (IPS) Implementation Roadmap; Integrated Product Support (IPS) Element Guidebook; High-Level Contract Data Requirements List Planning Tool (CDRL Tool); and Project Support Metrics Job Support Tool.

5) Workshops

In FY 2021, DAU conducted 77 workshops, including:

- 24 Other Transaction Authority;
- 25 Cyber Security Training;
- 9 Cyber Table Top;
- 19 Services Acquisition (SAWs). Notable SAWs (FY 2021): AMCOM Logistic Support Facility Service Requirement (LSFS)-1;
- Navy PEO EIS for IT Operating Services;
- PEO STRI Army Training Aids, Devices, Simulators and Simulations (TADSS) Maintenance Program (ATMP) Army Test & Evaluation Command Range Services; and
- USACE Operation and Maintenance Engineering Enhancement Program VII (OMEE).

II.-Challenges / Concerns and Lessons Learned

Challenges:

Timely development, deployment, and sustainment of learning assets have been a challenge. As DAU develops and deploys additional learning assets and credentials, the task of development, as well as revision and sustainment of existing assets, becomes more complex and time consuming. Maintenance of continued DAWDA support is critical.

Lessons Learned:

- 1) DAU's pivot to virtual delivery due to the pandemic accelerated progress already underway to incorporate synchronous, online training programs in the DAU catalog. Virtual instructor delivered training 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.
- 2) To better assist the Department in changing its acquisition culture to support the National Defense Strategy, DAU must significantly transform its approach to training the Defense Acquisition Workforce. Learning must be frictionless; content must be world-class; and learners must be connected to acquisition expertise through a large and dynamic network.

To create this modern learning platform, Congress provided DAU with special transformation funding in FY 2020 and FY 2021. All transformation funds were successfully obligated to invest in:

- **Learning Asset Modernization:** Employ learning technology and advanced methods to engage learners, build new skills, and increase retention.
 - Increase learner engagement by creating enhanced experiences using modern learning methods (e.g., hands-on exercise, simulations, and games) that maximize interaction and communication among learners
 - Deploy powerful, adaptive and social learning platforms that 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
 - 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)
- **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 and identify strategic hires needed to address skill gaps for optimal effectiveness
 - Partner with federal government peers and universities to share expertise and best practices to enhance technical skills and fluency in the science and practice of learning and development

- Accelerate DAU’s learning transformation by prototyping and delivering new technologies.
- **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.
- DAU was able to quickly change gears to react to its new environment. Having the right resources budget, personnel, and leadership is key to success and ability to successfully meet the mission.

Defense Logistics Agency Highlights

Defense Logistics Agency (DLA) plays a critical role as the nation’s combat support agency and to execute this essential mission, the Agency relies heavily on its approximately 9,000+ member AWF. DLA continues to prioritize training for the AWF, not just for the purposes of complying with the Defense Acquisition Workforce Improvement Act (DAWIA), but to emphasize the development of leaders and professionals.

The primary focus of DLA’s FY 2021 allocation was to ensure the AWF is best positioned for the OUSD (A&S) “Back to Basics” (BtB) transformation. Supplemental DAU equivalency courses were obtained via contract to ensure the Contracting career field can obtain DAWIA Level I certification. Contractor support was obtained to assist with the development of the AWF BtB Transformation Implementation Plan Development & Workshops, AWF Program 2021-2028 Strategic Roadmap Development, AWF Program Board (AWPB) Charter Development, AWPB Dashboard Development, and Functional Service Manager Training Design Development and Implementation. These actions will help DLA’s AWF personnel to effectively transition to the new framework, begin the process to move towards AWF modernization efforts and ensure DLA is able to meet all OUSD (A&S) requirements effectively and efficiently.

To support the “Modernize Acquisition and Supply Chain Management” Line of Effort in DLA’s Strategic Plan, DAWDA was used to continue partnering with Academia to provide Insights into Industry courses that develop and foster a better understanding of industry – specifically the role of cash flow, profit, risk, and contribution margin in industry decisions, and how to improve acquisition strategies, negotiations, and contracting for win-win Government-Industry outcomes. DLA graduated more than 80 participants from its Insights into Industry courses.

DLA continues to use DAWDA to improve the quality and professionalism of its AWF. Over 150 commercial training courses were funded by DAWDA providing educational growth opportunities for those in career fields such as Contracting, Program Management, Life Cycle

Logistics, and Information Technology. The courses covered areas such as Government Contract Law, Leadership, Strategic Planning, and Integrative Supply Chain Management.

Defense Contracting Management Agency (DCMA) Highlights

Training and Development:

Technical Training: In FY 2021, DCMA executed its transition strategy to accelerate online and virtual training whenever possible. This flexibility was in response to the COVID-19 pandemic and reduced travel funding. Partnering with the Defense Acquisition University's College of Contract Management (CCM), DCMA's transition to online training has lowered the agency's cost while increasing student enrollment due to ease of access with the virtual delivery.

Leadership Training: In FY 2021, DCMA developed the Leadership Development Program based on a robust framework that includes the 32 DoD Leadership competencies and defines roles by career stages. The Agency also piloted the first cohort of 55 Emerging Leaders (EL) for GS06-13 non-supervisory employees, developmental assignment opportunities, leadership courses by roles, and mentoring. The new EL initiative paired aspiring leaders with seasoned mentors to support the transfer of knowledge and provide exposure to the future as agency leaders. Developmental assignments provided employees an opportunity to broaden their skillsets while supporting critical agency missions. The new leadership classes and mentoring provided over 1,000 employees the skills for on-the-job success and prepared them for assignments with higher responsibilities. Mentoring continues to grow as the agency encourages leaders to support the development of the next generation of leaders. Training supports the mentoring relationship by preparing mentors to support an aspiring leader while the mentee learns how to reflect and benefit from the pairing by networking, asking for support, and applying newly learned skills. New supervisors are trained in updated curriculum on policies, procedures, and agency tools. They are also provided with four hours of coaching to assist in the transition to supervisory leadership.

Defense Contract Audit Agency (DCAA) Highlights

DCAA continued to use DAWDA 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 DAWDA auditor workforce improvement investment. In FY 2021 alone, DCAA examined \$335.6 billion in contract costs; issued 2,713 audit reports; identified \$3.7 billion in net savings; and produced a return on investment of about \$5.70 per one dollar spent. A FY 2021 example of DAWDA use, a DAWDA-funded entry-level auditor at a DCAA Branch Office was able to simultaneously audit three proposals, use new techniques based on his findings and issue reports in advance of due dates. His efforts resulted in \$35 million in questioned costs. 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 to be more efficient in executing these audits. Additionally, DCAA leveraged DAWDA funds to successfully train, and develop its audit staff to meet demanding mission requirements. DAWDA was a key enabler toward 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, to include Defense Acquisition Workforce Improvement Act (DAWIA) certification compliance requirements. 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 competency-based leadership and audit development curriculums that strengthen organizational performance of the acquisition workforce and emphasize continuous self-improvement.

To mitigate the restrictions and impacts imposed by reactions to the COVID-19 pandemic, both the DCAI Audit and Leadership Academies developed virtual courses and incorporated revised onboarding strategies that provide the acquisition workforce continued opportunities to efficiently and effectively develop essential technical and leadership skills. DAWDA funding supported 3,734 Career Field/Competency training seats. The DCAI Audit and Leadership Academies transitioned 35 courses to a virtual platform, standardized supervisor/manager training timelines, and restructured its New Hire Training Continuum in order to seamlessly meet the workforce's audit training requirements. In FY 2021, DCAI supported the instruction of 243 virtual leadership and audit courses, which provided approximately 140,164 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 an inter-agency, 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. Seminars take place at Harvard University, Northwestern University, Pennsylvania State University, 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. Participation from DCAA and other DoD acquisition partners allows for multiple perspectives and networking opportunities for the participants.

Thirty participants from seven DoD organizations represent the third cohort of future senior leaders to pass through DDPL's prestigious developmental curriculum that was paused for a period of time due to COVID-19 restrictions.

Missile Defense Agency (MDA) Highlights

MDA continues to achieve successful implementation of acquisition development and workforce sustainment utilizing DAWDA funds each year. The Agency continues to leverage DAWDA financial support to enhance and retain the MDA acquisition workforce to: 1) maintain the competitive technical advantage of DoD; 2) execute our mission successfully with efficiency and reliability, and 3) support innovation to benefit the warfighter.

Training and Development:

DAWDA funds allowed the MDA to explore new training options and support pre-existing formal educational endeavors for critical career fields of Engineering, Cost Estimating, Information Technology and Financial Management and including the MDA at-large and small target audiences, such as the Agency's entry-level Missile Defense Career Development Program (MDCDP) participants. The MDCDP requires mandatory early immersive leadership, and soft skill training. This program continued to benefit in FY21 from DAWDA by providing a four-part key leadership series for these participants in a virtual format. Each course included approximately twenty attendees who met virtually as a whole and in breakout sessions.

MDA also used DAWDA to fund several employees to attend Naval Post Graduate School courses. Additionally, many employees were able to attend various symposiums and conferences with DAWDA assistance. Examples of these are the Space and Missile Defense Symposium and the Virtual 2021 Hypersonic Technology and Systems Conference.

MDA also leveraged DAWDA funds to support emerging efforts, like the new MDA Engineering (DE) Radiation Training Program, which consists of three phases. The last phase of the MDA DE Radiation Training Program, Phase 3, provides on-site, hands-on lab experiences and testing for personnel. This organic, three-phased workforce program benefits MDA two-fold with Engineers, Contract Specialists, and Financial Management personnel, who acquired a unique technical acumen in Radiation technology. First, Engineers will use this knowledge for product development and technical requirements with the Defense Industry Base. Secondly, Contracting and Financial Management personnel will use their knowledge to enhance efficiency and accuracy when acquiring products.

Incentives:

FY21 DAWDA funding was instrumental to support the first duty station permanent change of station (PCS) transition for DoD College Acquisition Internship Program (DCAIP) and DoD Science, Mathematics, and Research for Transformation (SMART) Scholarship Program graduates from their home locations to respective MDA geographical locations. Both DoD programs have been essential to undergird succession efforts, as pipeline programs into the Agency's entry-level MDCDP. Additionally, as retention incentives, MDA offered career development participants an opportunity to receive student loan repayments.

4th Estate, Director Acquisition Career Management (DACM) Highlights

In FY21 the Defense Acquisition Workforce Development Account (DAWDA) ensured the 4th Estate DACM Office, in alignment with the National Defense Strategy's aim to cultivate workforce talent, continued its strategic focus on developing competent leaders through its Leadership and Talent Management (L&TM) Portfolio.

Fourth Estate DACM Training and Career Development:

The L&TM portfolio, consisting of supervisor-endorsed nomination packages and self-registration courses, included opportunities for mid and senior-level leaders to develop their technical, functional, and soft skills under the umbrella of refining essential leadership qualities.

As the only Component with representation across all 14 career fields, 75 percent of the participants were from the Contracting and Production and Quality Management career fields. These programs delivered concentrated curricula that employed real-life business, cultural, and change scenarios to advance participants' leadership and decision-making skills.

In FY21, 104 acquisition workforce members graduated from supervisor-endorsed nomination program opportunities that included the: Senior Service College Fellowship (SSCF), Naval Postgraduate School Master of Science in Contract Management and Program Management, University of Virginia Darden School of Business Insights into Industry Management Course, Senior Executive Core Qualifications Writing Workshop and Resume Building, and the University of Tennessee, Executive Development Certificate course.

For the self-registered programs, the 4th Estate DACM Office provided nine (9) two-to-three day leadership offerings for its 191 graduates. The Tri-Component (Army, Air Force, & 4th Estate) Leadership training contract enabled acquisition workforce members across DoD to graduate from programs such as the Acquisition Leadership Challenge Program (ALCP), Emerging Leaders and Talent Management. During the FY, a mentoring/coaching component was added to all of the ALCP program offerings. Each participant received personalized coaching from the course instructors to help them assimilate the course teaching to their professional development goals. In addition, the 4th Estate offered Coaching Skills for Today's Leaders; Decision Making and Problem Solving; Emotionally Intelligent Leaders; From Peer to Leader: Successfully Navigating the Transition; Building a Culture of Engagement; Critical Thinking; Managing Multiple Priorities; Leading from Your Level; and Coaching Skills for Today's Leaders as self-registered courses. A total of 98 acquisition workforce graduated from at least one of these programs.

As part of our commitment to the Back-to-Basics initiative and extensive research, the 4th Estate team determined there were five courses (CON 091, CON 170, CON 280, CON 290, and CON 360) that were critical to addressing the agencies' concerns of their acquisition workforce inability to meet their training requirements prior to the anticipated launch of Back-to-Basics. The 4th Estate team worked with three vendors to provide ten equivalent providers during the months of August and September. Through constant communication with the vendors and agencies more than 325 individuals were able to attend and successfully complete the courses, which enabled 67 percent of them to meet their position requirements.

The FY21 "Leaders Building Leaders" virtual event provided ALCP courses, brownbag sessions, senior leadership mentors, and a variety of Government and Industry guest speakers. With the virtual design, each participant could attend one of six core leadership courses, participate in four brownbag sessions, two 4th Estate signature speed networking activities, and listen to four government and industry keynote speakers addressing their personal and professional leadership journeys. This year's program gave 300+ acquisition workforce members a leadership opportunity.

Joint Staff (JS) Highlights

In FY 2021, the Joint Staff (JS) used DAWDA to improve acquisition outcomes by training and educating personnel to plan commercial support to operations in support of sections 2151 and 2333 of title 10 U.S. Code. 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 acquisition workforce (AWF) and non-AWF operational forces on their responsibilities to plan, procure, manage, and assess commercial capabilities. JS accomplishments with DAWDA align with all three National Defense Strategy lines of effort as indicated below.

Build a More Lethal Force

Joint Operational Contract Support (OCS) Planning and Execution Course (JOPEC). The two-week JOPEC mobile training team and the JOPEC-Lite distance learning variant continue to mitigate OCS training gaps across DoD. In FY 2021, the JS used DAWDA to deliver ten JOPECs to 281 graduates (67 percent from AWF, 33 percent from non-AWF operational forces). The JOPEC Lite variant delivers JOPEC content using Microsoft Teams[®] through distance learning during COVID while greatly reducing travel and printing costs.

Online Training. Through DAWDA, 2,206 personnel completed the Joint OCS Essentials for Commanders and Staffs (JOECS) Phase I course, 796 completed JOECS Phase II (21,051 for JOECS Phase I & II since 2015), and 35 completed the OCS General/Flag Officer Essentials course (2,316 since inception in 2009) on joint knowledge online (JKO) in FY 2021. DAWDA is also supporting development of a new four-phase suite of OCS courses on JKO that will be operational in FY 2022.

Joint Professional Military Education (JPME). Although there were no processes for accreditation of joint education (PAJE) assessments in FY 2021 due to COVID, DAWDA was used to update OCS guidance to ensure JPME programs continue to meet section 2151 of title 10 U.S. Code mandates for OCS in JPME.

Analytic Research Program. DAWDA enabled populating the JPME prospective research topics database with 10 topics and desired research outputs related to OCS and commercial reliance. The topic “Commercial Capabilities – Risk Assessments” was one of a handful selected in FY 21 for the JS Analytic Research Program to increase analytical research on important topics for the Chairman that address critical high-level strategic and operational capability gaps that will drive future joint force development and design.

Joint Training Certification. Through DAWDA, the JOPEC-Lite course was adapted to meet stringent requirements for joint training certification and was certified on 8 January 2021. DAWDA was also used to update and obtain joint training re-certification for the JOECS Phase I & II courses on 11 February 2021. These certifications are valid for three-years and mean graduates can accrue training points to earn Joint Service Officer Designation which is a significant requirement for officers O4 and above.

Joint Enabling Capabilities Command (JECC) Joint Planning Support Element (JPSE). DAWDA enabled OCS training to 48 JECC JPSE officers at two training events in FY 2021. This training sustains strong JS ties to this important command whose mission is to serve as DoD’s enabling capability to stand-up a JTF headquarters for contingencies—now with more

knowledge on planning for commercial support due to our training engagements. Collaboration has also resulted in several JPSE planners attending the two-week JOPEC for deeper emersion in OCS planning and execution.

Enduring CCMD OCS Organizational Capability. DAWDA allowed the JS to provide a detailed package of legal, policy, and doctrinal authorities to CDMDs to integrate OCS into training and planning across the CCMD staff and among Service component commands. The package included pertinent human capital studies and sourcing approaches to help CCMDs justify OCS manning and training to fulfill their planning responsibilities in support of sections 3151 to 3157 of title 10 U.S. Code and the Joint Requirements Oversight Council Memorandum 088-18 requirements for CCMDs to “*establish an enduring OCS organizational capability to plan, integrate, manage, oversee and execute OCS*” and “*fully integrate OCS into training across all warfighting functions.*”

OCS in Globally Integrated Exercise. DAWDA enabled developing briefings to educate senior leaders on strategic-level realities related to reliance and risk of commercial support and the role of OCS for the two-star flag/general officer “Contested Environment Deputy Operations Deputies Tank” and the three-star “Globally Integrated Continuum of Learning Operations Deputies Tank” sessions.

OCS in Advancing Globally Integrated Logistics Effort (AGILE) War-game. DAWDA enabled integrating major OCS storylines into the AGILE-21 war-game to address strategic-level realities related to reliance on commercial support in a contested environment and the role of OCS to plan for commercial capability. As a result, 134 O4- to O9-level participants now have a broader Total Force perspective on commercial support reliance, risk, and opportunities.

Doctrine. As the foundation of all OCS education and training, DAWDA enabled revisions to six foundational joint publications (JP) to address OCS and integrate commercial support to operations considerations: JP 2-0, *Joint Intelligence*, JP 3-07, *Stability*, JP 3-08, *Interorganizational Cooperation*, JP 3-14, *Space Operations*, JP 3-33, *Joint Task Force Headquarters*; and JP 4-0, *Joint Logistics*.

Total Force Realism in Plans. The JS integrated commercial support considerations into 13 key CCMD plan reviews, posture reviews, strategic guidance documents, and concepts. Lessons from plan reviews are integrated into compelling teaching points for JOPEC practical exercises and JKO training.

Support to DAU Courses. DAWDA enabled JS research, review, and integration of joint OCS content into the following DAU courses in FY 2021: CON 0800 – Planning for Managing Contractors in Operations; CON 0820 – Critical Concepts in Operational Contract Support; CON 234 – Joint Contingency Contracting Course; and CON 334 – Advanced Contingency Contracting Officer’s Course.

Strengthen Alliances and Attract New Partners

North Atlantic Treaty Organization (NATO) Engagement on Commercial Support to Operations. DAWDA enabled providing detailed change recommendations to NATO Logistics Policy to strengthen a NATO commander’s ability to prioritize and de-conflict commercial support to operations and better align NATO policy with U.S. policy and doctrine on contractors in military operations. These changes set the stage to define allied joint tasks and responsibilities

leading to advanced OCS training for U.S. European Command and their Service component commands to support NDS objectives.

Contractor Linguist Planning Training. DAWDA enabled developing an EXCEL-based tool and attendant training to 61 U.S. European Command (USEUCOM) and Service component planners to estimate contractor linguist requirements using force planning data for a numbered USEUCOM Operation Plan (OPLAN) that supports NDS objectives. The tool and training is now being adapted for estimating other contracted support that augments organic military capabilities in other CCMDs and OPLANs.

Reform DoD for Greater Performance and Affordability

Special Emergency Procurement Authority (SEPA). DAWDA enabled JS research and inputs into the legislative proposal to extend SEPA to allow low-profile, more efficient procurement of capabilities necessary to compete and deter “gray zone” actions and humanitarian and peacekeeping operations. The knowledge gained on how SEPA can improve acquisition support to military operations was used to update joint OCS training.

COVID and Other Lessons Learned. As the OCS Enterprise Lesson Manager, reviewed 26 observations from the Joint Lesson Learned Information System and took part in several task forces addressing overseas COVID-19 contractor management challenges such as contractor employees delaying reporting COVID symptoms due to employers not adjusting annual sick leave, and contractual and operational implications of companies putting stress on limited DoD medical resources overseas. Lessons are informing updates to OCS training, education and policy.

Integration in Joint Strategic Planning System, Reporting, and Assessments. Educated stakeholders from 26 organizations on assessing the level of risk incurred by reliance upon contract support, and the need to integrate commercial support considerations into joint strategic planning system reports 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 National Defense Strategy and informs force design by shaping DoD strategy, requirements, and resourcing decisions.

Web Portal for OCS training and COVID Information. Sustained the Intelink-based “OCS-Connect” information exchange web site to post OCS training and education resources and to respond to information requests related to OCS contractor management issues during the COVID pandemic. The site also contains announcements, points of contact, planning and reporting guidance, data analysis, useful links, and policy and doctrine related to OCS and the pandemic.

4. FY 2021 DAWDA Program Financial Information:

The FY 2021 appropriated DAWDA core training program was \$88.2 million. An additional \$133.4 million was carried over from FY 2020 for a total budget authority of \$221.6 million in FY 2021.

\$55.6 million of the \$133.4 million carried over from FY 2020 funding was for core training programs. The services and agencies obligated \$52.9 million of the funding carried over into FY 2021 for core training programs. \$77.8 million of the FY 2020 funding carried over was for the DoD critical workforce initiatives identified in the FY 2020 Appropriations Act. Of that amount,

\$51.1 million was obligated while \$26.7M was withdrawn to align with Section 8004 of the FY 2021 Appropriations Act. Of the total amount available in FY 2021, \$170.3 million was obligated. The FY2021 DAWDA financial summary is provided in Figure 7.

Figure 7 – FY 2021 DAWDA Financial Summary (000)

FY 2021 Defense Acquisition Workforce Development Account Description of Operations Financed (\$000)	FY 2021 Actuals	Notes
FY 2021 Appropriations:	\$ 88,181	1
Obligated FY 2021 Appropriations:	\$ 66,300	2
FY 2021 Funds Withdrawn per FY 2021 Appropriations Act, Section 8004:	\$ 17,436	3
FY 2020 Appropriations for DAWDA Core Program Initiatives Carried Over:	\$ 55,600	4
Obligated FY 2020 DAWDA Core Program Initiatives:	\$ 52,867	
FY 2020 Appropriations for Critical Workforce Initiatives Carried Over:	\$ 77,800	4
Obligated FY 2020 Critical Workforce Initiatives:	\$ 51,100	
FY 2020 Appropriations realigned to support DoD-wide reprogramming:	\$ 26,700	5
Total FY 2021 DAWDA Obligation Authority:	\$ 221,581	
Total FY 2021 DAWDA Obligated:	\$ 170,267	6

Notes:

- (1) Initial CR funding provided in FY21/22, 2-year funds. Total Program = \$88.181M.
- (2) Includes \$1.2M (agencies only) FY21/22 Continuing Resolution Funds and \$65.1M FY21/21 Appropriated Funds.
- (3) Funds withdrawn to align with Section 8004 of the FY 2021 Appropriations Act.
- (4) \$133.4M total FY20/21 DAWDA carried over from both FY 2020 DoD Critical Initiatives and FY2020 DAWDA Core Program amounts.
- (5) Funds realigned to support DoD-wide reprogramming actions.
- (6) Source: DFAS 1002 Report of 30 September 2021.

TAB

B

DEPARTMENT OF DEFENSE ACQUISITION WORKFORCE DEVELOPMENT
ACCOUNT

The agreement provides \$56,679,000 for the Department of Defense Acquisition Workforce Development Account, as follows:

EXPLANATION OF PROJECT LEVEL ADJUSTMENTS
[In thousands of dollars]

	Budget Request	Final Bill
Training and Development		51,840
Retention and Recognition		1,395
Recruiting and Hiring		3,444
Program increase - diversity STEM talent development		2,000
TOTAL, DEPARTMENT OF DEFENSE ACQUISITION WORKFORCE DEVELOPMENT ACCOUNT	54,679	56,679

DEPARTMENT OF DEFENSE ACQUISITION WORKFORCE REPORTING REQUIREMENTS

The Under Secretary of Defense for Acquisition and Sustainment is directed to provide the Department of Defense Acquisition Workforce Development Account annual report to the congressional defense committees not later than 30 days after submission of the fiscal year 2023 President's budget request. Further, as in previous years, the Under Secretary of Defense for Acquisition and Sustainment is directed to provide the congressional defense committees, with the fiscal year 2023 President's budget request, additional details regarding total funding for the acquisition workforce by funding category and specific appropriations accounts in the future years defense program, to include an explanation of changes from prior years' submissions.

TAB

C

COORDINATION SUMMARY

Defense Acquisition University/ Human Capital Initiatives

CATMS: USA000619-22

Subject: Defense Acquisition Workforce Development Account FY2021 Annual Report to Congress

Office	Name of Coordinating Official: (Please SIGN)	Date	Concur/Concur with Edits/ Non-Concur
ASA(ALT)	Rob Richardson, DACM	04/14/2022	Concur with Edits
ASN(RDA)	Marianne Lyons, DATM	04/22/2022	Concur
SAF-AQ	David Slade, DACM	04/28/2022	Concur with Edits
4 th Estate DACM	Otis Lincoln, DACM	04/08/2022	Concur with Edits
DCMA	Kathy Butera	05/11/2022	Concur
DCAA	Steven Kennedy	05/11/2022	Concur with Edits
DLA	Roxanne Banks	04/25/2022	Concur with Edits
OSD OGC	Mike Glennon	05/19/2022	Concur with Edits
OSD LA	CAPT Ganci	04/25/2022	Concur with Edits
OUSD(C)	Vincent Price	06/01/2022	Concur
A&S LCO	Cynthia Brady	6/3/22	Concur with edits and comments, late statement needed for AM and letters to Congress [added late statement. gs 06-06] Is the committee asking for a FY21 report to accompany FY23 PBR? [yes]