

Department of Defense Acquisition Workforce Development Account

FY 2022 Annual Report



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

The estimated cost of this report or study for the Department of Defense is approximately \$66,000 for the 2023 Fiscal Year. This includes \$20,000 in expenses and \$46,000 in DoD labor.

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1. FY 2022 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 in Section 1705 of title 10 United States Code (U.S.C.). Section 1705(b) of title 10, U.S.C., provides that 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 is submitted in response to the explanatory statement accompanying H.R. 2617, the Consolidated Appropriations Act, 2023, division C, Page 52, which requests the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) to provide the Defense Acquisition Workforce Development Account (DAWDA) Annual Report. In previous years, the Military Departments and the Defense Agencies received funding centrally from the Office of the Under Secretary of Defense of Acquisition and Sustainment - Human Capital Initiatives (HCI) and submitted a consolidated report to Congress. In FY 2021, the HCI office was re-organized into the Defense Acquisition University (DAU) for acquisition human capital initiatives. This FY 2022 report includes only the Defense Agencies and Enterprise DAWDA user execution and accomplishments, not those of the Military Departments (MILDEPs), which submit separate reports to Congress. Also, beginning in FY 2021 and since, the MILDEPs received DAWDA funding directly to their respective Operation and Maintenance (O&M) accounts and report separately to Congress on their execution of the funds.

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 get needed technology quickly to our military to defend the nation and deter aggression.

Enabled by DAWDA, DoD improved workforce succession readiness by eliminating the “bathtub” of low year group levels of civilian early and mid-career year groups. DoD used the DAWDA to rebuild the acquisition workforce size from 125,879 in 2008 to 159,120 at the end of FY 2022. Additionally, the implementation in February 2022 of the modernization of the Defense Acquisition Workforce Improvement Act (DAWIA) framework used DAWDA funding to restructure the certification framework to streamline certification training, expand the grace period, consolidate the governance structure, and re-organize fourteen (14) career fields into seven (7) functional areas. As part of an overarching position validation review to redefine what constituted an acquisition position, the overall workforce size of 187,232 reported in the FY 2021 report to Congress is estimated to be 159K at the end of FY 2022.

Key examples of the use of DAWDA in FY 2022 include:

- DAU deployed 117 new or revised learning solutions to meet the emerging needs of the workforce as directed by Congress, the Office of the Secretary of Defense, and by Functional Area Leaders- and customer-generated requirements. These new learning solutions support the modernized DAWIA framework, the streamlining of the structure, and enhanced training, and development of the acquisition workforce. DAWDA was used to continue support of the deployment of the new DAWIA framework Initiative and overhauling most of the curriculum. DAWDA was also used by DAU to create 24 new credentials. Current credential enrollments totaling 16,264 students. DAU also conducted 87 workshops and 54 webinars that helped the workforce stay up-to-date on the latest trends in DoD acquisition.
- The Defense Logistics Agency (DLA) provided relevant training and development opportunities such as Insights into Industry, the Acquisition Workforce (AWF) Leadership Academy, Advanced Analytics, Change Management, Supply Chain Management, the Enterprise Rotation Program, and acquisition symposiums. DLA trained over 115 contracting professionals in a Federal Acquisitions Regulation (FAR) Bootcamp.
- The Defense Contract Management Agency (DCMA) conducted approximately three hundred and fifty 360-assessments with new supervisors and emerging leaders increasing leadership insight and improving the leadership culture. Additionally, DCMA used DAWDA to provide 1,457 hours of coaching was provided to new supervisors who participated in the Emerging Leaders program.
- The Missile Defense Agency (MDA) sponsored 25 employees to attend the Naval Postgraduate School courses to improve their professional and technical skills; supported pre-existing formal educational endeavors for critical career fields of Engineering, Cost Estimating, Information Technology and Financial Management; supported training for MDA at-large and small target audiences, such as the Agency's entry-level Missile Defense Career Development Program (MDCDP) participants which requires mandatory early immersive leadership, and soft skill training.
- The Joint Staff (JSJ4) supported seminars to integrate Operational Contract Support (OCS) into Joint Professional Military Education (JPME) at three National Defense University-sponsored curricula development conferences reaching 156 students and faculty; developed new joint education standards to ensure JPME continues to meet Title 10 U.S. Code Section § 2151 requirements for OCS in JPME and provided 10 Joint OCS Planning and Execution Courses (JOPEC) with 276 graduates through mobile training team (MTT) and a JOPEC-Lite distance-learning variant which mitigates OCS training gaps across DoD.
- The Office of Human Capital Initiatives (HCI) managed numerous enterprise/DoD-wide initiatives including the Public Private Talent Exchange (PPTE) Program with 14 government civilians participating in support of the National Defense Strategy's objective to cultivate talent with participation by Amazon Web Services, National Defense Industrial Association Emerging Technologies Institute, Sterling Foods, Accenture, Dcode, and General Atomics, as hosts. HCI also led and coordinated the annual Defense Acquisition Workforce Awards with 58 individuals receiving either an individual (20

winners) or team award (38 winners). Additionally, HCI coordinated and funded the Defense College Acquisition Intern Program (DCAIP) with 125 interns hired by the MILDEPs and Defense Agencies, contributing over 44,000 hours of acquisition experience and manpower during 8–10-week summer or 2–3-week winter work periods.

- In September 2022, the MILDEPs, Defense Agencies, and the Chief Digital and Artificial Intelligence Office (CDAO) received \$50 million to support an artificial intelligence (AI) literacy per Section 8080 of the Consolidated Appropriations Act, 2022 (Public Law 117-103). Nearly \$29 million in Section 8080 AI funding was directed to the Defense Agencies and CDAO. Due to diligent planning, prepositioned contractual efforts, and swift execution, all Defense Agency and CDAO funding was obligated at greater than 99 percent. Execution is occurring in FY 2023 and includes a range of workforce initiatives including AI 101, AI Executive Education courses for General and Flag Officers, Senior Executive Service and Senior Staff Leaders. The funding is used in partnership with MIT, Johns Hopkins University (JHU) and Naval Postgraduate School (NPS), and the Digital University. Reporting of the initiatives will be provided in the FY 2023 DAWDA Annual Report to Congress.

2. FY 2022 DAWDA Program Execution:

In FY 2022, DAWDA executed nearly one hundred percent of its \$85.590 million Budget Authority (BA). DAWDA FY 2022 BA was appropriated in two parts: \$56.679 million of baseline funding to Defense Agencies for AWF training and development and \$28.911 million in directed funding for AI initiatives. The \$56.679 million in baseline DAWDA included \$2 million in directed science, technology, engineering and mathematics (STEM) initiatives. Of this amount, \$56.532 million was obligated for an execution rate of 99.79 percent. The \$28.911 million in AI funding provided was part of \$50 million provided overall to DoD. \$21.089 million in AI funding was provided directly to the Services and is executed and reported separately. Although the AI funding was apportioned by the Office of the Under Secretary of Defense (Comptroller) (USD(C)) to DAWDA on September 1, 2022, all \$28.911 million of the AI funding provided was obligated by September 30, 2022 on contracts supporting artificial intelligence at multiple agencies. AI initiatives will be accomplished in FY 2023 and will be accounted for in future reports. Total FY 2022 DAWDA execution / obligation was \$85.44 million (99.82 percent). The FY 2022 execution rate is the highest since the account's inception in 2008 and the only year with an execution rate greater than ninety-nine percent.

Training and Development Initiatives

The Defense Agencies used DAWDA to conduct training and development activities and complete initiatives to sustain and improve the AWF. Training and development activities were aligned to the National Defense Strategy and DoD priorities. Information/data for FY 2022 training and development activities was collected for the seven functional areas.

The Defense Agencies and DAU conducted over 709K training and development activities using DAWDA in FY 2022. This is an 11 percent decrease from total activities reported in FY 2021. The decrease may be attributed to many factors including the MILDEPs exclusion from this report, pauses in training by the Defense Agencies during the restructuring of the new DAWIA framework, and shift away from the nearly exclusive online training events in FY 2021 with increased associated costs, inflation, and other factors. Of the 709K total, DAU completed nearly 692K training and development activities predominantly supporting continuous learning, which is professional development for acquisition targeted learning after certification and a small portion covering functional area specific competency training activities for the AWF. Figure 1 provides a complete table of the FY 2022 DAWDA training and development activities by initiative and career field/functional area.

**Figure 1 – FY 2022 DAWDA-Funded Training and Development Initiatives
by Career Field / Functional Area**

FY22 DAWDA Funded Initiatives by Supported Career Field (DAU Only)	CON	PM	Supports Mult. Career Fields	ENG	LCL	BUS-FM	Cost Est.	T&E	FE	PUR	PQM	IT	SB	STM	IPM	AUD	FY22 Total	FY22 %
	Continuous Learning/General Acquisition Training Seats	267,633		171,394	89,499	64,855	36,575	16,001	8,257	5,255	3,718	2,782	1,621	1,430	863	613	59	-
Career Field/Competency Training Seats	6,836	7,470	125	3,943	1,851	209	149	266	198	-	37	56	78	-	95	-	21,313	3.08%
Training Courses Developed	42	16	-	20	26	5	7	1	-	-	-	-	-	-	-	-	117	0.02%
DAU Career Field Total	274,511	178,880	89,624	68,821	38,452	16,215	8,413	5,522	3,916	2,782	1,658	1,486	941	613	154	-	691,985	100.00%
DAU Career Field %	39.67%	25.85%	12.95%	9.95%	5.56%	2.34%	1.22%	0.80%	0.57%	0.40%	0.24%	0.21%	0.14%	0.09%	0.02%	0.00%	100.00%	
FY22 DAWDA Funded Initiatives by Supported Career Field (Agencies Only)	CON	AUD	Supports Mult. Career Fields	Cost Est.	ENG	SB	PM	LCL	BUS-FM	PQM	IT	T&E	FE	IPM	PUR	STM	FY22 Total	FY22 %
Career Field/Competency Training Seats	308	4,265		238	93	526	-	32	17	63	21	6	4	3	-	-	1	5,577
Continuous Learning/General Acquisition Training Seats	1,709	-	1,053	-	56	-	228	93	110	-	7	1	18	-	2	-	3,277	18.66%
Leadership Training Seats	963	12	284	46	819	-	156	204	47	106	6	3	-	1	1	4	2,652	15.10%
Conferences/Seminars/Symposium Attendees	753	2	15	4	173	1,001	94	69	74	71	6	6	-	8	-	-	2,276	12.96%
Other Training and Development	540	-	664	5	17	-	287	9	25	-	60	8	-	-	-	-	1,615	9.20%
Competency Management Assessments	-	-	4	1,500	-	-	-	-	-	-	-	-	-	-	-	-	1,504	8.57%
Advanced Education Classes	108	-	265	6	37	-	66	26	3	7	4	11	-	-	5	-	538	3.06%
CYBER Education Seats	17	-	3	2	37	-	14	-	-	-	4	1	-	-	-	-	78	0.44%
Rotational Assignments	17	-	-	-	-	-	-	2	-	2	-	-	-	-	-	-	21	0.12%
Training Courses Developed	-	-	4	7	2	-	5	-	1	-	-	-	-	-	-	1	20	0.11%
FY22 Agency Career Field Total	4,415	4,279	2,530	1,663	1,667	1,001	882	420	323	207	93	34	21	9	8	6	17,558	100.00%
FY22 Agency Career Field %	25.15%	24.37%	14.41%	9.47%	9.49%	5.70%	5.02%	2.39%	1.84%	1.18%	0.53%	0.19%	0.12%	0.05%	0.05%	0.03%	100.00%	
FY22 DAWDA Funded Initiatives by Supported Career Field (Total)	CON	PM	Supports Mult. Career Fields	ENG	LCL	BUS-FM	BUS-CE	T&E	AUD	FE	PQM	IT	PUR	SB	STM	IPM	FY22 Total	FY22 %
Continuous Learning/General Acquisition Training Seats	269,342	171,622		90,552	64,911	36,668	16,111	8,257	5,256	-	3,736	1,621	1,437	2,784	863	613	59	673,832
Career Field/Competency Training Seats	7,144	7,502	363	4,469	1,868	272	242	270	4,265	201	58	62	-	78	1	95	26,890	3.79%
Leadership Training Seats	963	156	284	819	204	47	46	3	12	-	106	6	1	-	4	1	2,652	0.37%
Conferences/Seminars/Symposium Attendees	753	94	15	173	69	74	4	6	2	-	71	6	-	1,001	-	8	2,276	0.32%
Other Training and Development	540	287	664	17	9	25	5	8	-	-	60	8	-	-	-	-	1,615	0.23%
Competency Management Assessment Participants	-	-	4	-	-	-	-	1,500	-	-	-	-	-	-	-	-	1,504	0.21%
Advanced Education Classes	108	66	265	37	26	3	6	11	-	-	7	4	5	-	-	-	538	0.08%
Training Courses Developed	42	21	4	22	26	6	14	1	-	-	-	-	-	-	1	-	137	0.02%
Co-Op/College Program Participants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%
CYBER Education Seats	17	14	3	37	-	-	2	1	-	-	-	4	-	-	-	-	78	0.01%
Rotational Assignments	17	-	-	2	-	-	-	-	-	-	2	-	-	-	-	-	21	0.00%
Career Field Total:	278,926	179,762	92,154	70,485	38,872	16,538	10,076	5,556	4,279	3,937	1,865	1,579	2,790	1,942	619	163	709,543	100.00%
Career Field %:	39.31%	25.33%	12.99%	9.93%	5.48%	2.33%	1.42%	0.78%	0.60%	0.55%	0.26%	0.22%	0.39%	0.27%	0.09%	0.02%	100.00%	

Hiring

DAWDA hiring in FY 2022 was done exclusively through the Defense College Acquisition Intern Program (DCAIP) as a direct result of the Defense-Wide Review in 2019. DCAIP is a DoD-wide program managed by the HCI. In coordination with the MILDEPs and 4th estate agencies, HCI manages the selection and execution of paid ten-to-twelve weeks summer or a two-to-three weeks winter internships that provide students with real-world exposure to DoD AWF career opportunities. The program targets full-time second and third-year undergraduate students currently enrolled in an undergraduate program at an accredited college or university. Interns receive hands-on, practical experience in analysis, research, report writing, oral briefings, policy development, program analysis, and computer applications. In FY 2022, eight components participated in DCAIP with 125 interns hired. Components participating in the program benefitted by having the ability to critically evaluate the interns as potential employees within their organizations and by coaching and mentoring interns ahead of potential employment. They also benefit from having employee security clearances fully vetted prior to employment, reducing the time associated with new employee in-processing. Figure 2 provides information on FY 2022 DAWDA funded DCAIP at participating components.

Figure 2 – DAWDA-Funded FY 2022 Component Hires

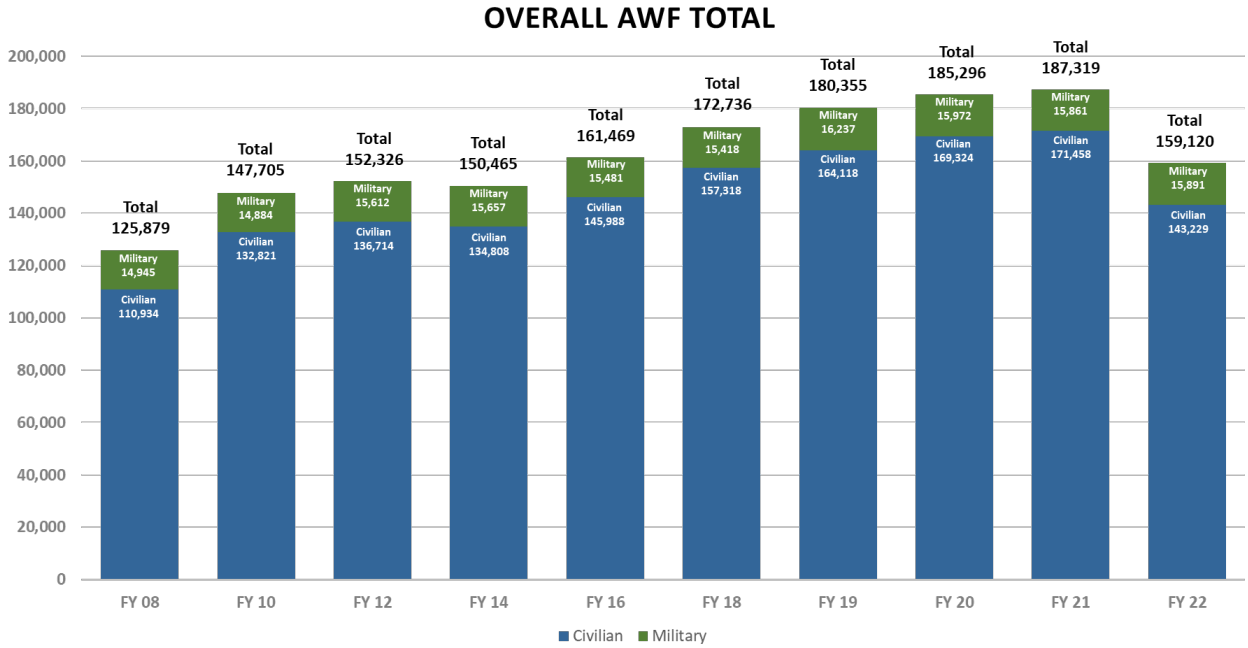
Program	Interns Hired	Avg Total Weeks Worked	Total Hours Worked
Army	44	11	17,600
Navy- US Marine Corp¹	36	9.8	14,200
Navy²	14	2	1,120
Missile Defense Agency	13	9	3,600
Defense Logistics Agency	11	11	4,840
USD(A&S)	3	10	1,200
Defense Counterintelligence and Security Agency	3	9.6	1,147
Defense Health Agency	1	8	320
Totals	125	9.4	44,027

Notes:

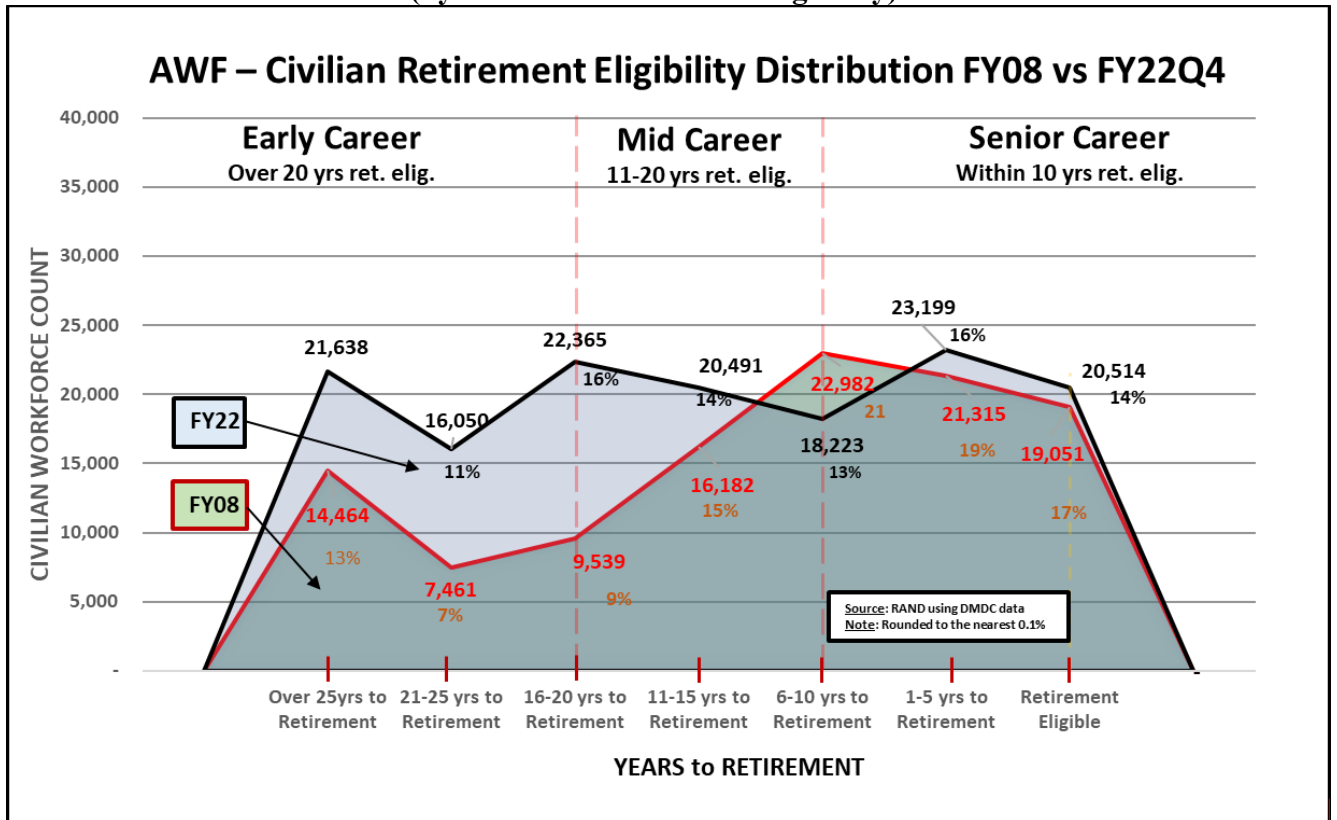
- (1) DAWDA distributed to USN for USMC Interns
- (2) USN interns only worked the short winter break

Figures 3 and 4 show the rebuilt workforce size and balanced year groups distribution (or shape) of the AWF, which reflects the significantly improved workforce staffing and balanced year group shape in contrast to FY 2008. The measured size of the total DoD AWF dropped significantly from FY 2021 to FY 2022. The reduction resulted from a Department-wide review and refinement of all the positions identified as predominantly acquisition under a new workforce identification framework. The updated size represents the number of workforce members on acquisition coded positions aligned against the streamlined DoD acquisition functions implemented in 2022.

Figure 3 – Defense Acquisition Workforce Size FY 2008 to FY 2022



**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 Defense Agencies accomplished DAWDA initiatives that recruit, retain and recognize (3R) members of the AWF. DAWDA 3R activities were collected for the fourteen career fields and functional areas that existed on October 1, 2021 (as had been done since FY 2009). Future reports will be based on the new DAWIA framework seven functional areas. For FY 2022, the total number of 3R initiatives decreased significantly (84 percent) from 1,424 in FY 2021 to 234 (1,190 reduction). This reduction is largely attributed to the exclusion of the MILDEPs from this report. Of the career fields and functional areas, Contracting accounted for the majority of DAWDA 3R initiatives in FY 2022. Figure 5 provides the breakdown of DAWDA 3R initiatives in FY 2022.

Figure 5 – DAWDA Funded FY 2022 Recruiting, Retention, and Recognition Initiatives by Career Field / Functional Area

FY22 DAWDA Funded Recruiting, Retention, Recognition Initiatives (Total)	CON	PM	Multiple Career Fields	BUS-FM	LCL	BUS-CE	ENG	FY22 Total	FY22 %
Recognition Awards, Number Paid	43	24	8	7	2	2	-	86	36.75%
Recruiting Incentives, Number Paid	83	-	-	-	-	-	-	83	35.47%
Retention Incentive, Number Paid	57	-	-	-	-	-	-	57	24.36%
University/Career Fair/Hiring Event Visits	1	-	3	-	-	-	-	4	1.71%
Relocation Incentives, Number Paid	-	1	-	-	1	-	1	3	1.28%
Marketing Materials Purchase Number	-	-	1	-	-	-	-	1	0.43%
FY22 Career Field Total:	184	25	12	7	3	2	1	234	100.00%
FY22 Career Field %:	78.63%	10.68%	5.13%	2.99%	1.28%	0.85%	0.43%	100.00%	

3. FY 2022 DAWDA Highlights:

The following vignettes represent selected Defense Agency FY 2022 DAWDA highlights.

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

In FY 2022, DAU supported the DoD priority to modernize the framework originally established following the passage of the DAWIA of FY 1991 by overhauling the DoD's curriculum and assuming a lead role in the communication and deployment of the new DAWIA framework initiative. This change establishes a culture of career long learning by empowering leaders and members of the Defense AWF to self-direct the training and knowledge they need for their current missions and jobs. As their careers progress, workforce members will be able to select the right training for those positions.

As the new DAWIA framework continues to mature, DAU will focus on providing acquisition training at the time of need through self-directed learning—the heart of which will be the Defense Acquisition Credential Program. Credentials are curated pathways that give workforce members the skills and knowledge needed to make informed acquisition decisions in an organized and trackable way. These learning activities build on the foundation of core certification and allow the defense AWF to obtain the knowledge and skills needed for successful acquisition outcomes.

I. Success Stories

DAU provides training, online resources, and direct support at the point of need to enable the requirements determination, acquisition, and contingency missions of the DoD (and other elements of the Federal Government). DAU's core functions are defined as:

1. **Teaching:** Meeting the challenges of the current and forecasted threat environment requires a workforce that is both competent and confident in its abilities to innovate quickly, and at scale. Supported by a portfolio of self-service learning assets and job support resources on the DAU platform, DAU's courses develop critical job skills, innovative thinking, and analytical skills across essential acquisition and leadership roles.
2. **Learning Asset Development:** DAU develops and deploys an expansive portfolio of world class self-paced and instructor-led courses and credentials designed to develop workforce knowledge base and skills to solve complex acquisition problems and lead cross-functional teams to deliver the warfighter a decisive edge. DAU's iCatalog helps the workforce meet DAWIA certification requirements and pursue opportunities for career growth. DAU's learning asset development ensures the workforce has modern, current content to address foundational skills and emerging concepts. DAU's process incorporates real-world acquisition lessons learned and uses representative DoD scenarios to hone critical acquisition skills. Asset development and maintenance are mission critical; moreover, learning content must be continuously refreshed to meet the rapidly evolving environment in which the acquisition community operates.
3. **Mission Assistance:** DAU's faculty use their subject matter expertise to help acquisition programs and other customers achieve specific outcomes and improved business results.

Examples of these offerings include consulting on specific acquisition challenges, workshops tailored to program needs, functional simulations, and executive coaching.

4. **On-Demand Learning:** The DAU platform hosts a wide-range of DAU-developed or curated learning assets, such as eLearning, “how to” videos, performance support tools, and web events. The DAU platform offers self-service access to maintain currency, excel at job-related activities and explore emerging concepts. Through webinars and events, such as TEDxDAU, DAU helps the workforce stay up to date on the latest trends in DoD acquisition and leadership. DAU’s portfolio of online tools—including its online library, Ask A Professor, ACQuipedia, and job-support-resources—helps the workforce complete critical tasks. The DAU media library also provides a compendium of on-demand assets.
5. **Legislative Mandates/Research/Others:** Legislatively mandated programs in the FY 2022 NDAA included section 801 for Acquisition Workforce Educational Partnerships Initiatives, and title 10 U.S.C. § 1746 faculty detail/rotation for enhancing faculty currency. DAU is required to conduct research and analysis of defense acquisition policy issues from an academic perspective.

1) Acquisition Learning Delivery

DAU provided the AWF the foundational acquisition knowledge when and where it was needed. In FY 2022, DAU graduated 21,313 students from instructor-led courses and 670,555 graduates from on-line training. Collectively, these learning assets helped the workforce meet their certification requirements, as well as their professional currency requirement of 80 hours of learning every two years.

2) Learning Asset Development and Revisions

The following new learning solutions were fielded in support of Goal 2 of the Acquisition Workforce Strategic Plan: “Shape the Acquisition Workforce to achieve current and future acquisition requirements.” During FY 2022, DAU deployed 117 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 Functional Area Leaders- and customer-generated requirements:

1. Acquisition and Program Management – Developed and deployed eleven courses
2. Business Financial Management – Developed and deployed five courses
3. Business Cost Estimating – Developed and deployed seven courses
4. Contracting – Developed and deployed thirty courses
5. Engineering & Technology - Developed and deployed twenty courses
6. Test and Evaluation - Developed and deployed one course
7. Logistics – Developed and deployed 17 courses
8. Contract Management – Developed and deployed 2 courses

3) Credentials

DAU implemented a new credentialing program offering specific training to meet the needs of the workforce. 16,264 people enrolled in a credential in FY 2022. An additional twenty-four credentials were deployed in FY 2022 including: CACQ 005 – Foundational Earned Value Management Credential, CCON 002 – Business Foundations Credential, CCON 017 – Pricing Tools and Techniques Credential, CLCL 002 – Integrated Product Support Credential, and twenty others.

4) Workshops

In FY 2022, DAU conducted 87 workshops, including:

- 14 Other Transaction Authority
- 46 Cybersecurity Training
- 27 Services Acquisition Workshops (SAWs) including the following:
 - DHA’s DoD Medical Q-Coded Support & Services
 - Air Force Materiel Command’s Base Support Services
 - MDA’s Integrated Research & Development for Enterprise Solutions (IRES)
 - Army Corps of Engineers Energy Savings, USTRANSCOM’s Defense Freight Transportation Services (DFTS)

5) ACQuipedia Articles

- In FY 2022, DAU published 17 ACQuipedia articles

6) Webinars

In FY 2022, DAU conducted 216 webinars—attracting 40,637 attendees—including:

- DASD (Materiel Readiness) “DoD Sustainment” quarterly webinars
- DASD (Product Support) “Mentoring Moments” bi-monthly webinars
- DAU “Summer Contracting Law” series featuring professors from George Washington University
- DAU “Let’s Talk Agile” monthly webinars
- DAU “CONnect Live!” monthly webinars for contracting professionals
- DAU “Leading Acquisition” monthly webinars
- DAU “Hacking Program Management” monthly webinars
- DAU “Competing to Win” monthly webinars focused on challenges posed by near-peer adversaries
- DAU and DPC “Striking the Balance” quarterly webinars
- DAU “Small Business” monthly webinars

II. Challenges / Concerns and Lessons Learned

Challenge:

In order to outpace our near peer adversaries and our competitors, DAU must provide training at the speed of relevance.

Lessons Learned:

- 1) DAU continues to monitor student registration, course survey, and course throughput data to finesse best practices for course development and delivery of its online training (OLT), instructor led training (ILT), classroom and virtual instructor led training (VILT) offerings.
- 2) DAU continues to research post-certification elective learning options that support the Government-wide focus on lifelong learning.
- 3) DAU remains in constant pursuit of a state-of-the-art learning platform that provides frictionless learning, dynamic searching, and world class content to keep pace with industry and emerging trends that ultimately empower the Defense AWF.

Defense Logistics Agency (DLA) Highlights

DLA is the nation's combat support agency, and DAWDA plays a critical role in mission readiness. DLA utilizes DAWDA for career and professional development of approximately 8,900 AWF members. AWF training and development remain a priority to ensure mission readiness in supporting the warfighter and whole-of-government (WoG) while continuing to enhance government and industry partnership relations.

I. Success Stories

During FY 2022 DLA utilized DAWDA to resource training and development such as Insights into Industry, AWF Leadership Academy, Advanced Analytics, Change Management, Supply Chain Management, Federal Acquisition Regulation Bootcamp, Enterprise Rotation Program, acquisition conferences, and other training and development opportunities. Some examples include:

- DAWDA was used to fund fifty-five AWF members to attend Insights into Industry training through academia partnership, which developed and fostered a better understanding of commercial business practices such as the role of cash flow, profit, risk, and contribution margin in decision-making when doing business with the government and how to improve government-industry partnerships in the areas of acquisition strategies, negotiations, and mutually beneficial outcomes.
- DAWDA funded nine AWF members to attend the AWF Leadership Academy training. DLA created an advanced learning opportunity for the AWF to understand changes in the global marketplace and methodologies for resolving complex defense industrial base problems and challenges.
- DLA also used DAWDA to fund the FAR Bootcamp and trained over one hundred fifteen contracting professionals. DAWDA was also used for members to attend annual conferences, for example NCMA's World Congress. The conferences attended provide opportunities to learn about changes and innovations in acquisition, logistics, contracting, industrial base, and supply chain management.
- DAWDA funded AWF participation in the Enterprise Rotation Program for career and professional broadening.

DLA's strategic plan includes acquisition modernization and addresses the future of work. The AWF career and professional development is one of the DLA priorities. DAWDA played a critical role in achieving these priorities which included modernizing the AWF training and development beyond traditional learning. Finally, DAWDA is a necessary resource for sustaining acquisition excellence, ensuring mission readiness in supporting the warfighters and WoG partners while enriching government-industry partnerships in tackling challenges and achieving mutually beneficial outcomes.

Defense Contracting Management Agency (DCMA) Highlights

I. Success Stories

Technical Training: DCMA leveraged the most efficient training resources to maximize the return on DAWDA funding. DCMA identified several opportunities to capitalize on its relationship with the DAU's College of Contract Management (CCM) to tailor training for DCMA. The newly developed courses have – in many instances – replaced training that has historically been provided by other federal agencies or vendors.

Leadership Training: DCMA used DAWDA to:

- Provide over 2,550 training opportunities supporting individual contributors, team leads, as well as supporting the DoD Mandatory courses such as supervisor refresher and new manager courses, improving supervisor and manager skills and building the leadership bench for DCMA.
- Provide emerging leaders sixty-four hours of specialized leadership training for over forty-five participants to enhance self-awareness, team building and leadership competencies.
- Provide 1,457 hours of coaching for new supervisors after the initial new supervisor course and individual contributors who participated in the Emerging Leaders program.
- Conduct approximately three hundred fifty 360-assessments by new supervisors and emerging leaders, increasing leadership insight and improving the leadership culture.

Defense Contract Audit Agency (DCAA) Highlights

DCAA used DAWDA funds to support auditors in acquisition and leadership training and for development to include Defense Acquisition Workforce Improvement Act (DAWIA) certification compliance requirements.

I. Success Stories

DAWDA supported 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 AWF the

continued opportunity to efficiently and effectively develop essential technical and leadership skills. DAWDA funding supported 4,257 Career Field/Competency training seats.

DAWDA was also used to continue 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 typically an 18-month program, conducted at various educational institutions and senior service colleges (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), with cohort participation from DCAA and other DoD acquisition partners allowing for multiple perspectives and networking opportunities. Thirty participants from seven DoD organizations represented the third cohort of future senior leaders to pass through this highly prestigious developmental curriculum (paused for a period of time due to COVID-19 restrictions) graduated in July 2022. Cohort 4 commenced in FY 2022.

Missile Defense Agency (MDA) Highlights

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

I. Success Stories

Training and Development:

DAWDA funds allowed 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 MDA at-large and small target audiences, such as MDA'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 from DAWDA in FY 2022 from DAWDA by providing a four-part key leadership series for participants in a virtual format. Each course included approximately twenty-five attendees who met virtually as a multidimensional interactive class environment.

MDA also used DAWDA to fund over twenty-five employees to attend Naval Postgraduate 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, 2022 Hypersonic Technology and Systems Conference, Earned Value Management Practitioners Forum, NCMA Conference and Digital Engineering Conference.

MDA implemented Office of Personnel Management 360-assessments quarterly using DAWDA funding. Each quarterly cohort has twenty participants that participate in an

orientation, submit raters for feedback on twenty-eight leadership competencies, and complete the program with a session on how to read the feedback report. Participants then received up to six individual coaching sessions to support personal and professional growth based on self-initiated change in pursuit of actionable outcomes.

MDA also used DAWDA to initiate a Human Capital training contract with the Office of Personnel Management. The initial year of this contract has offered training classes in Team Building and Hybrid Environment Tools and Resources.

- Two courses on Team Building were conducted with twenty participants. These courses included learning characteristics of successful teams, stages of team development, effectively managing conflict, developing personal skills to be an effective team member, and ways to engage teammates and build teams in the hybrid environment.
- One course offering with twenty participants on Hybrid Environment Tools and Resources included best practices for communication, connecting teams, tools to be successful in the hybrid environment, and work/life balance.

Recruiting and Retention:

FY 2022 DAWDA funding helped 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 MDA's entry-level MDCDP.

Joint Staff (JS) Highlights

In FY 2022, the Joint Staff (JS) used DAWDA to improve acquisition outcomes by training and educating personnel to plan commercial capabilities in support of 10 U.S.C. §§ 2151 and 3154-3156. Improved planning allows combatant commands (CCMDs) to maximize opportunities and manage risks of commercial capabilities supporting globally integrated operations. DAWDA resources are vital to educate and train AWF and non-AWF operational forces on their operational contract support (OCS) responsibilities to plan, procure, manage, and assess commercial capabilities. JS accomplishments with DAWDA align directly with the 2022 National Defense Strategy priorities of building a resilient Joint Force and defense ecosystem and being prepared to prevail in conflict prioritizing China then Russia, and as indicated below.

I. Success Stories

Building a Resilient Joint Force and Defense Ecosystem:

Joint OCS Planning and Execution Course (JOPEC). The two-week JOPEC mobile training team (MTT) and JOPEC-Lite distance-learning variant continue to mitigate OCS training gaps across DoD. In FY 2022, the JS used DAWDA to deliver ten JOPECs to two hundred seventy-six graduates (67 percent AWF, 33 percent non-AWF operational forces), bringing the total to 2,354 graduates since JOPEC's inception in 2013. The JOPEC Lite variant, developed during the early phase of COVID, uses Microsoft Teams® to deliver

JOPEC content, saves the government tens of thousands of dollars in travel costs, provides flexibility, and increases global reach.

Online Training. Through DAWDA, 1,964 personnel completed the Joint OCS Essentials for Commanders and Staffs (JOECS) Phase I course, and five hundred ninety completed JOECS Phase II (22,871 for JOECS Phase I & II since May 2015) on joint knowledge online (JKO) in FY 2022. DAWDA also supported development of the first two courses in a new four-phase suite of OCS courses on JKO that are in final beta testing before going live in January 2023.

Joint Professional Military Education (JPME). DAWDA supported developing new joint education standards to underwrite updates to education guidance to ensure JPME continues to meet the 10 U.S.C. § 2151 requirement for OCS in JPME. DAWDA also supported seminars to integrate OCS into JPME at three National Defense University-sponsored curricula development conferences reaching one hundred fifty-six students and faculty. DAWDA also enabled delivering a guest lecture at the U.S. Marine Corps Command and Staff College on planning and managing commercial capabilities to support globally integrated operations.

Joint Training Certification. Through DAWDA, the JOPEC MTT course was updated to meet joint training certification requirements and was re-certified in September 2022. This certification is valid for three years and allows graduates to apply training points toward Joint Service Officer designation which is important for officers O4 and above. DAWDA was also used to adjust content, re-validate, and sustain annual joint training re-certification of the JOECS Phase I & II courses on JKO.

Joint Enabling Capabilities Command (JECC) Joint Planning Support Element (JPSE). DAWDA was instrumental in devising a creative quarterly and annual multi-day training campaign with the U.S. Transportation Command's JECC, JPSE, to increase OCS competence of over two hundred joint planners. This training campaign sustains strong JS ties to this command whose mission is to enable stand-up of a JTF headquarters for contingencies—now with more knowledge on planning commercial capabilities (opportunities and risks) due to our training engagements. Collaboration also resulted in the JPSE establishing an OCS Specialty Planner track and accompanying training plan that includes attending the two-week JOPEC.

Other OCS Training Delivered. OCS training was also delivered through relationships with other joint and Service course owners in FY22. Sixty to ninety minute OCS lessons are integrated into the following courses to ensure effective commercial capability planning: Joint Logistics Course, Army Sustainment University (293 attendees); and the Army Contracting “Master Gunner” Program for contingency contracting officers, Army Mission and Installation Contracting Command, (65 attendees).

Doctrine and Authorities. As the foundation of all OCS joint education and training, DAWDA enabled revisions to fifteen joint publications (JP) to integrate commercial capability considerations - chief of which was initiating a major update of JP 4-0, *Joint Logistics*, for more comprehensive coverage of commercial capability in joint logistics. Since doctrine is derived from policy and is carried out in other joint issuances, DAWDA also enabled integrating commercial capability into seven DoD issuances and six CJCS directives. This brings the total number of authorities that now include OCS or commercial

capabilities to nineteen DoD issuances; forty-six JPs; sixteen CJCS directives; and two Allied doctrines.

OCS Education and Training Standards. DAWDA was instrumental in developing a new Chairman’s Manual to establish OCS education and training standards that support the requirements in 10 U.S.C. §§ 2151 and 3154-3156. The standards align to the four OCS universal joint tasks and a four-tiered audience matrix. When complete in FY 2023, the manual will offer a catalog of joint, Service, and DAU instructional venues, with descriptions and learning objectives, to allow users to attain training commensurate with their duty positions.

OCS Manpower Validation Study. DAWDA was important in supporting the OSD-led OCS enterprise manpower validation study to align JS workload to requirements in statute and policy. DAWDA also supported creating a derivative tool to help CCMDs document their manpower requirements based on OCS requirements in law and policy to inform joint manpower verification board and resourcing decisions.

Contractor Linguist Planning Training. DAWDA enabled completion of training and full user-acceptance of the linguist planning tool that automates plan-specific estimates for contracted linguist support and aggregates the data for operational planning and estimating global requirements for contract linguists. The linguist planning working group is now trained sufficiently to continue their work without our assistance.

Support to DAU Courses. DAWDA enabled review and submission of several comments into two DAU pilot courses to ensure realistic and relevant OCS and commercial capability planning in curricula that will reach hundreds of students—Joint Contingency Contracting Course and the Advanced Contingency Contracting Officer's Course.

OCS in Globally Integrated Exercise (GIE). DAWDA helped add commercial capability equities in GIE training events to raise senior leader level awareness for total force informed planning. The JS integrated commercial equities in the exercise Planning Order to consider commercial capability opportunities and risks in the CJCS's global integration military advice process for execution in FY 2023. Talking points were also provided for a brief on data integration in a contested environment presented at a two-star flag/general officer Deputy Operations Deputies Tank as part of the global integration continuum of learning.

OCS in Advancing Globally Integrated Logistics Effort (AGILE) Wargame. DAWDA contributed to fusing commercial capability takeaways from AGILE-22 industry participants and sharing with senior leaders for discussion during the Worldwide Logistics Symposium that was focused on "Partnering with Industry."

Current Operations and Lessons Learned. Participated in operational planning teams (OPT) related to Operations Allies Refuge and Allies Welcome addressing contracted support for re-locating Afghan refugees and supporting Ukraine efforts. Lessons from these OPTs and our annual “pull” of twenty-six observations from the Joint Lesson Learned Information System inform updates to OCS doctrine, policy, training, and education.

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. The site also contains announcements, points of contact, planning and reporting guidance, data analysis, links, and policy and doctrine related to OCS.

Being prepared to prevail in conflict prioritizing China then Russia:

North Atlantic Treaty Organization (NATO) Engagement on Commercial Support.

DAWDA enabled OCS training in two U.S. European Command (USEUCOM) tabletop exercises relevant to current events in Europe, underpinning the need to continue coordinating commercial capability issues. The first event identified contracting capabilities and process gaps between NATO and USEUCOM for exercise AUSTERE CHALLENGE 2022. The event discussed including contracted support in the logistics picture to augment military capabilities and examining the feasibility of assigning a lead nation for coordinating contracting support to resolve friction points in authorities and policy. The second event exercised deriving contract requirements to address transportation gaps, incorporating contracting authorities in execution orders, and developing a contractor management plan, with a base order in hand for a noncombatant evacuation operation. The JS also provided comments on the "study draft" of AJP-4, *Allied Joint Doctrine for Sustainment*, which coincided with the rewrite of JP 4-0, *Joint Logistics*, to drive consistency between U.S. and allied doctrine.

Total Force Realism in Plans. In addressing the global integration role of the Joint Staff, DAWDA enabled integrating commercial capability considerations into nineteen key CCMD plan reviews, seven strategic guidance documents, posture reviews, and concepts for more resource- and risk-informed, total force planning. Plan and order reviews also resulted in incorporating contracting authorities in execution orders for emergent Ukraine missions. Ultimately, planning collaboration results in improved plans and serves as advanced training to CCMDs on how to integrate commercial capabilities.

Commercial Capability Reporting and Assessments. DAWDA helped enable stakeholders to comply with FY 2020 legislation on addressing OCS in the Joint Force Readiness Review (JFRR) for the first time. The FY 2020 NDAA amended 10 U.S.C. § 482 to require OCS be included when addressing the capability of the armed forces to execute wartime missions based upon their posture and readiness. Efforts compiling the FY 2021 joint assessment on commercial capabilities (JACC) and publishing it in FY 2022 were a driving force to address OCS in the JFRR. The JS expanded reporting in the FY 2022 JACC, adding the U.S. Space Force; Defense Information Systems Agency, Defense Health Agency, and U.S. Coast Guard to more comprehensively inform best military advice to the CJCS.

4. FY 2022 DAWDA Program Financial Summary:

FY 2022 DAWDA Budget Authority (BA) was \$85.59 million appropriated in two parts: \$56.679 million of base funding to DoD agencies (no Services) for AWF training and development and \$28.911 million in directed funding for DoD artificial intelligence (AI) initiatives. The \$56.679 million in base DAWDA included \$2 million in directed STEM initiatives. Of this amount \$56.532 million was obligated for an execution rate of 99.79 percent. Total FY 2022 DAWDA execution / obligation was \$85.44 million (99.82%). Figure 6 provides a financial summary of FY 2022 DAWDA funding and execution.

Figure 6 – FY 2022 DAWDA Financial Summary (000)

FY 2022 Defense Acquisition Workforce Development Account Description of Operations Financed (\$000)	FY 2022 Actuals	Notes
FY 2022 Base Appropriations:	\$ 54,679	1
Obligated FY 2022 Base Appropriations:	\$ 54,532	4
FY 2022 STEM Appropriations:	\$ 2,000	2
Obligated FY 2022 STEM Appropriations:	\$ 2,000	4
FY 2022 directed Artificial Intelligence (AI) Initiatives:	\$ 28,911	3
Obligated Artificial Intelligence (AI) Initiatives:	\$ 28,911	4
Total FY 2022 DAWDA Obligation Authority:	\$ 85,590	
Total FY 2022 DAWDA Obligated:	\$ 85,443	4

Notes:

- (1) Base Appropriations amount to DoD Agencies and components for AWF initiatives not directed for specific use by an NDAA or Appropriation. DoD Services amounts are funded directly and tracked and reported separately.
- (2) Directed diversity Science, Technology, Engineering and Mathematics (STEM) initiatives.
- (3) \$28.911M of \$50M directed to DAWDA DoD Agencies and components for AI initiatives. \$21.089M provided separately to DoD Services (tracked and reported separately).
- (4) Source: DFAS 1002 Report of 30 September 2022.