

**Department of Defense Acquisition
Workforce Development Fund**

FY 2016 Annual Report to Congress

Title 10, U.S.C., section 1705(f)



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

January 2017

The estimated cost of report or study for the Department of Defense is approximately \$94,000 for the 2016 Fiscal Year. This includes \$15,000 in expenses and \$79,000 in DoD labor.

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Executive Summary

Section 1705 of title 10, United States Code (U.S.C.), “Department of Defense Acquisition Workforce Development Fund” (hereafter, DAWDF, the Fund, or section 1705), directs the Department of Defense (DoD) to establish the DAWDF to provide funding for the recruitment, training, and retention of DoD acquisition personnel. The purpose of the DAWDF is to ensure the DoD acquisition workforce (AWF) has the capacity, in both personnel and skills, needed to (1) properly perform its mission; (2) provide appropriate oversight of contractor performance; and (3) ensure that the Department receives the best value for the expenditure of public resources. Section 1705 requires the Secretary of Defense to submit an annual report on the operation of the DAWDF. This report and its appendices satisfy the reporting requirements of title 10, U.S.C., section 1705.

DoD completed its ninth year of DAWDF operations in Fiscal Year (FY) 2016. The Honorable Frank Kendall, Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)), provided leaders workforce guidance in FY 2016 to:

“...sustain the acquisition workforce size, modulated by workload demand and requirements... Ensure your personnel continue to increase their professionalism by helping them to obtain the training, education, and experience they need to be effective... Continue to expand your talent management programs, which include recruitment, hiring, training, development, recognition, and retention initiatives, by using the Defense Acquisition Workforce Development Fund and other tools such as those provided by the Force of the Future initiatives.”

Fiscal year 2016 represented a major turning point in the management and execution of the DAWDF program. The FY 2016 National Defense Authorization Act changed DAWDF from a temporary to permanent fund and expanded flexibilities to resource the Fund. AT&L senior leadership quickly leveraged the new authorities, putting in place enhanced DAWDF program management and guidance to position DAWDF as a long-term program. The enhanced stability of DAWDF, proactive early allocation of funding to components, and improved program management provided components increased confidence in the execution of DAWDF initiatives. The result in FY 2016 was a 92 percent execution rate—the best in program history. Improvements included issuance of a DAWDF Desk Operating Guide and a new Year-in-Review program, both of which added program structure and improved transparency on DAWDF uses through collection of detailed metric information. USD(AT&L) also improved key program management processes, to include the Mid-Year Review and the formalized DAWDF Proposal and Approval process, to ensure optimal investment and best use of taxpayer resources.

In FY 2016, the Components continued to responsibly sustain recent improvements and continue quality-focused workforce initiatives. Aligned with Better Buying Power (BBP) objectives to maintain technological superiority and increase the professionalism of the acquisition workforce, acquisition leaders’ use of the DAWDF resulted in sustaining improvements to size, including the rebuilding of early and mid-career workforce size and the bolstering of critical acquisition functions through targeted hiring. The cumulative efforts of the Components from FY 2008 through FY 2016 have increased the acquisition workforce size from 125,879 to 161,469, rebuilding capacity by 28.2 percent. In FY 2016, Components hired 1,022 civilian employees

with the DAWDF (Figure 1), which contributed to bolstering critical acquisition functions such as contracting (35 percent of hires) and engineering (19 percent of hires). These hires, along with previous DAWDF hires, resulted in sustainment of 2,325 DAWDF-funded civilian employees at the end of FY 2016 (Figure 2) with DAWDF funds.

DoD has also used the DAWDF to expand training and deploy acquisition tools and specialized workshops to support employees on the job, resulting in a more proficient and capable acquisition workforce. The DAWDF enabled the Defense Acquisition University (DAU) to increase training capacity in required certification courses and eliminate bottlenecks in the training path, enabling more timely completion of certifications. DAU course offerings (above the FY 2008 pre-DAWDF baseline) provide training advancements that are evidenced by improved certification levels, which have increased from 86 percent in FY 2008 to 97 percent in FY 2016. The number of individuals with a bachelor’s degree or higher in the acquisition workforce increased from 77 percent in FY 2008 to 82 percent in FY 2016. Additionally, the number of individuals with a graduate degree increased from 29 percent in FY 2008 to 38 percent in FY 2016. DAWDF-funded efforts contributed to these improvements and support the BBP objective to increase the professionalism of the total acquisition workforce.

Figure 1 – DAWDF Funded Employees Brought on Board in FY 2016

Career Field	Army	Navy	Air Force	Defense-Wide Agencies	DCMA	DCAA	Overall	%
Auditing	0	0	0	0	0	100	100	10%
Cost Estimating	0	5	3	1	0	0	9	<1%
Financial Management	8	19	40	21	0	0	88	9%
Contracting	79	101	78	33	70	0	361	35%
Engineering	38	56	60	17	21	0	192	19%
Facilities Engineering	0	11	0	0	0	0	11	1%
IT Management	5	9	12	11	2	0	39	4%
Industrial/Prop Contract Management	0	1	0	0	26	0	27	3%
Life Cycle Logistics	0	59	29	5	0	0	93	9%
Product, Qualification & Manufacturing	0	0	0	8	32	0	40	4%
Program Management	6	1	19	5	2	0	33	3%
Test & Evaluation	14	1	13	1	0	0	29	3%
Total	150	263	254	102	153	100	1022	100%

Figure 2 – DAWDF Funded Employees at the end of FY 2016

Career Field	Army	Navy	Air Force	Defense-Wide Agencies	DCMA	DCAA	Overall	%
Auditing	0	1	0	0	0	176	177	8%
Cost Estimating	0	34	3	1	0	0	38	2%
Financial Management	20	56	40	21	0	0	137	6%
Contracting	190	298	136	33	169	0	826	36%
Engineering	190	254	100	17	52	0	613	26%
Facilities Engineering	0	22	0	0	0	0	22	1%
IT Management	5	16	15	11	5	0	52	4%
Industrial/Prop Contract Management	0	0	0	0	25	0	25	2%
Life Cycle Logistics	0	183	44	5	0	0	232	10%
Product, Qualification & Manufacturing	0	0	0	8	102	0	110	5%
Program Management	6	11	36	5	3	0	61	3%
Test & Evaluation	14	4	13	1	0	0	32	1%
Total	425	879	387	102	356	176	2325	100%

Financial figures used in this report are based on the latest available adjustments from Defense Finance and Accounting Services (DFAS) to the baseline September 2016 DFAS financial report (Appropriation status by FY Program and Subaccounts), AR(M) 1002 (1002 report), and other documentation.

1. Amounts Remitted/Transferred/Credited

Section 1705 requires DoD to credit between \$400 and \$500 million to the DAWDF in FY 2016. USD(AT&L) determined that for FY 2016 the minimum amount of \$400 million was sufficient for the purposes of the Fund. The Fund credits are comprised of direct DAWDF appropriations, remittances by the Military Departments and Defense Agencies, and transfers. Beginning in FY 2015, DoD was authorized by the FY 2014 Appropriations Act to transfer expired operations and maintenance funds from prior fiscal years. Amounts credited to the DAWDF are available for obligation in the fiscal year for which credited, transferred, or deposited, and the two succeeding fiscal years. As indicated in Figure 3, DoD credited \$412.019 million to the Fund for FY 2016 through a combination of title 10, U.S.C., section 1705(d)(2) remittances (\$12.019 million) and the 10 U.S.C. 1705(d)(3) transfer (\$400 million). Figure 4 shows that since the inception of the program, \$4.38 billion has been credited to DAWDF through Component remittances, transfers, and direct appropriations.

**Figure 3 – Collections Remitted and Funding Transferred in FY 2016*
(FY 2014/2016 + FY 2016/2018 Funds Credited in FY 2016) (in \$000s)**

	Army	Defense-Wide Agencies	Total Credited
FY 2014/2016 Funds Remitted in FY 2016	\$0.0	\$12,019	\$12,019**
FY 2016/2018 Funds Transferred in FY 2016	\$400,000	\$0.0	\$400,000
Total Funds Credited in FY 2016	\$400,000	\$12,019	\$412,019

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

**During FY 2016 an unprocessed remittance for FY 2014 was identified and completed

Figure 4 – Annual Credits to the Fund by Year (in \$000s)

in \$000s	in FY 2008	in FY 2009	in FY 2010	in FY 2011	in FY 2012	in FY 2013		in FY 2014	in FY 2015		in FY 2016		Total Available
	Receive	Receive	Receive	Receive	Receive	Receive	Sequester	Receive	Received	Reprogram	Receive	Reprogram	
FY 2008/2010 Funds (collected)	\$169,190.0	\$85,735.5											\$254,925.5
FY 2009/2011 Funds (collected)		\$440,258.0	\$261,867.0										\$702,125.0
FY 2010/2012 Funds (collected)			\$0.0										\$0.0
FY 2010 Funds (appropriation)			\$99,874.0										\$99,874.0
FY 2011/2013 Funds (collected)				\$226,128.5	\$173,871.5	\$0.0	-\$81.0						\$399,919.0
FY 2011 Funds (appropriation)				\$208,767.0									\$208,767.0
FY 2012/2014 Funds (collected)					\$527,711.0	\$86,790.0	-\$4,278.0	\$4,278.0					\$614,501.0
FY 2012 Funds (appropriation)					\$105,501.0								\$105,501.0
FY 2013/2015 Funds (collected)						\$272,904.0		\$81,472.7					\$354,376.7
FY 2013 Funds (appropriation)						\$48,642.6							\$48,642.6
FY 2014/2016 Funds (collected)								*\$29,328.0 **\$238,489.0	\$309,470.0		***	****	\$584,806.0
FY 2014 Funds (appropriation)								\$51,031.0			\$12,019.0	-\$4,500.0	\$51,031.0
FY 2015/2017 Funds (collected)									\$476,966.0				\$476,966.0
FY 2015 Funds (appropriation)									\$83,034.0	****			\$79,234.0
FY 2016/2018 Funds (transferred)											\$400,000.0		\$400,000.0
Total Funds	\$169,190.0	\$525,993.5	\$361,741.0	\$434,895.5	\$807,083.5	\$408,336.6	-\$4,359.0	\$404,598.7	\$869,470.0	-\$3,800.0	\$400,000.0	-\$4,500.0	\$4,380,668.8

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

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

***During FY 2016 an unprocessed remittance for FY 2014 was identified and completed

****\$8,300.0K Reprogramming to Army Reserves for training initiative (FY 2015 \$3,800.0K + FY 2016 \$4,500.0K)

2. Obligations Made from the Fund in FY 2016 and Remaining Balance

As indicated in Figure 5, DoD Components obligated (cumulative) 98.5 percent of the FY 2014-2016 funding, 8.8 percent of the FY 2015-2017 funding, and 0.0 percent of FY 2016-2018 funds by the end of FY 2016. The total of funds obligated in FY 2016 from all

funding sources was \$444.2 million (Figures 6 and 7). Figure 6 provides FY 2016 obligations by major workforce initiative categories and Figure 7 by Components.

Figure 5 – Balance Remaining in the Fund at the End of FY 2016 (in \$000s)

	Cumulative Funds Received	Cumulative Funds Obligated	% Obligated	Remaining Balance
FY 2014-2016 Funds	\$584,806.0	\$576,010.9	98.5%	\$8,795.1
**DAWDF Funds Reprogrammed	\$4,500.0	\$4,500.0	100%	\$0.0
FY 2015-2017 Funds	\$476,966.0	\$42,060.1	8.8%	\$435,003.1
FY 2016-2018 Funds	\$400,000.0	\$0.0	0.0%	\$400,000.0
***Total	\$1,466,272.0	\$622,571.0	42.5%	\$843,798.2

*May include recoveries of prior year obligations.

** For the purposes of reporting use of the funds, the \$4.5 million reprogrammed for the Army Reserves training initiative is included in the total cumulative funds received and obligated. Army Reserves confirmed obligation of the reprogrammed funds.

***Numbers may not add due to rounding and may include recoveries of prior year obligations.

NOTE: As depicted in Figure 10, as of the end of FY 2016, \$843.8 million, which includes \$400.0 million transferred to DAWDF On August 26, 2016, was available for future obligations.

Figure 5 unobligated balance numbers are derived from cumulative obligations; for example, FY 2014-2016 Funds remaining balance numbers are based on obligations made in FY 2014, FY 2015, and FY 2016.

Figure 6 – FY 2016 DAWDF Obligations* By Category (in \$000s)**

	FY 2014/2016 Funds Obligated FY 2016	FY 2015/2017 Funds Obligated FY 2016	FY 2016/2018 Funds Obligated FY 2016	All Obligations Total FY 2016	%
Training & Development	\$192,256.4	\$16,954.5	\$0	\$213,710.9	48%
DAWDF Funds Reprogrammed	\$4,500				
Retention & Recognition	\$42,543.8	\$9,715.0	\$0	\$52,258.9	12%
Recruiting & Hiring	\$162,868.2	\$15,390.6	\$0	\$178,258.8	40%
***Total	\$402,168.4	\$42,060.1	\$0	\$444,228.5	100%

*May include recoveries of prior year obligations.

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

***Numbers may not add due to rounding.

Figure 7 – FY 2016 DAWDF Obligations by Component* (in \$000s)

	FY 2014/2016 Funds Obligated FY 2016	FY 2015/2017 Funds Obligated FY 2016	FY 2016/2018 Funds Obligated FY 2016	All Obligations Total FY 2016
Army*****	\$61,078.4			

DAWDF Funds Reprogrammed	\$4,500.0***	\$31,357.8	\$0	\$96,936.2
Navy	\$112,035.5	\$4,662.9	\$0	\$116,698.4
Air Force	\$46,993.9	\$1,293.6	\$0	\$48,287.5
Defense-Wide**	\$38,627.8	\$618.9	\$0	\$39,246.7
DCMA	\$47,958.0	\$0.0	\$0	\$47,958.0
DCAA	\$19,808.7	\$178.9	\$0	\$19,987.6
DAU	\$71,166.0	\$3,948.0	\$0	\$75,114.0
****Total	\$402,168.4	\$42,060.1	\$0	\$444,228.5

*Expenditures provided at Appendix B; obligations and expenditures provided by Components at Appendix C and may include recoveries of prior year obligations

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

***For the purposes of reporting use of the funds, the \$4.5M is reported as a DAWDF obligation

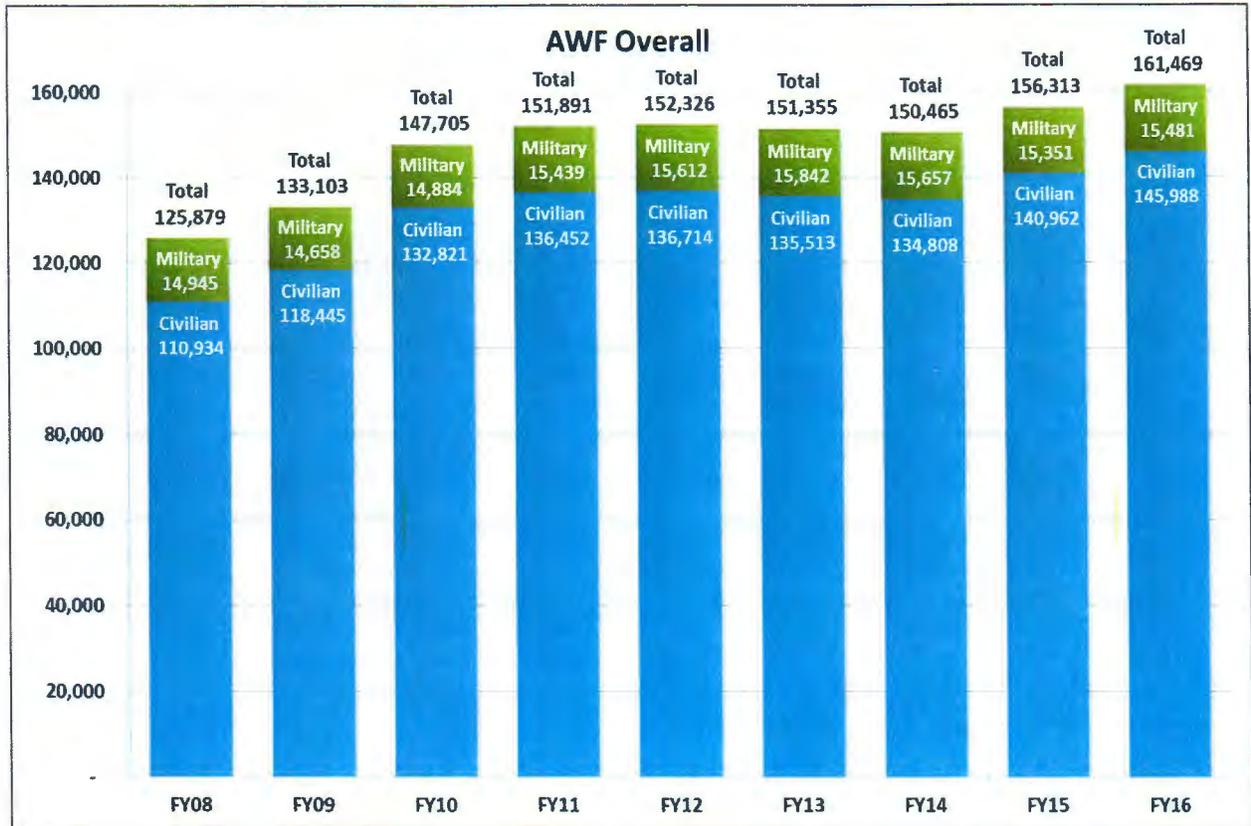
****Numbers may not add due to rounding

***** Excluding Reprogramming, Army reports FY2015/2017 Obligations of \$26,907.8K and total obligations of \$93,453.3K.

3. Improvements to the DoD Acquisition Workforce

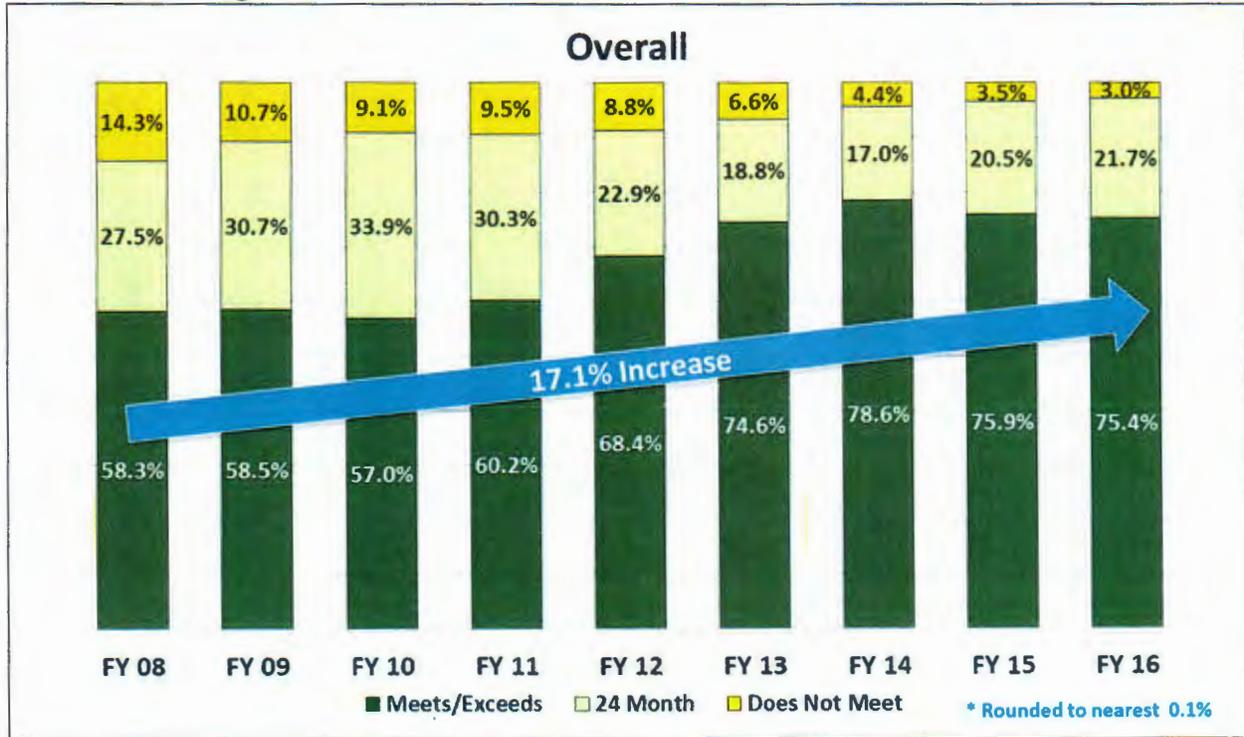
In FY 2016, DoD used the DAWDF to continuously improve the professionalism of the acquisition workforce. As depicted in Figure 8, DoD made significant progress from 2008 through 2011 in rebuilding the size of the acquisition workforce, and since 2011 it has sustained the size over 150,000. In FY 2016, DoD used the DAWDF to fund additional hires to sustain and shape the workforce in critical function areas; increase training capacity; address training gaps; enhance and sustain the quality of the workforce by leveraging recruiting incentives to attract quality candidates; develop the acquisition workforce; and retain employees in critical positions using retention initiatives. Leveraging DAWDF for recruiting and hiring strategically supports the long-term requirement to have sufficient staffing of experienced personnel for the future workforce. Recruiting and hiring incentives improve DoD’s ability to attract the workforce needed to mitigate the effects of pending significant retirements and the “bathtub” of low-year groups resulting from the downsizing of the acquisition workforce that occurred in the 1990s. During FY 2016, approximately 48 percent of the DAWDF obligations funded training and training enhancements, and 12 percent funded retention and recognition.

Figure 8 – Defense Acquisition Workforce Size FY 2008 to FY 2016



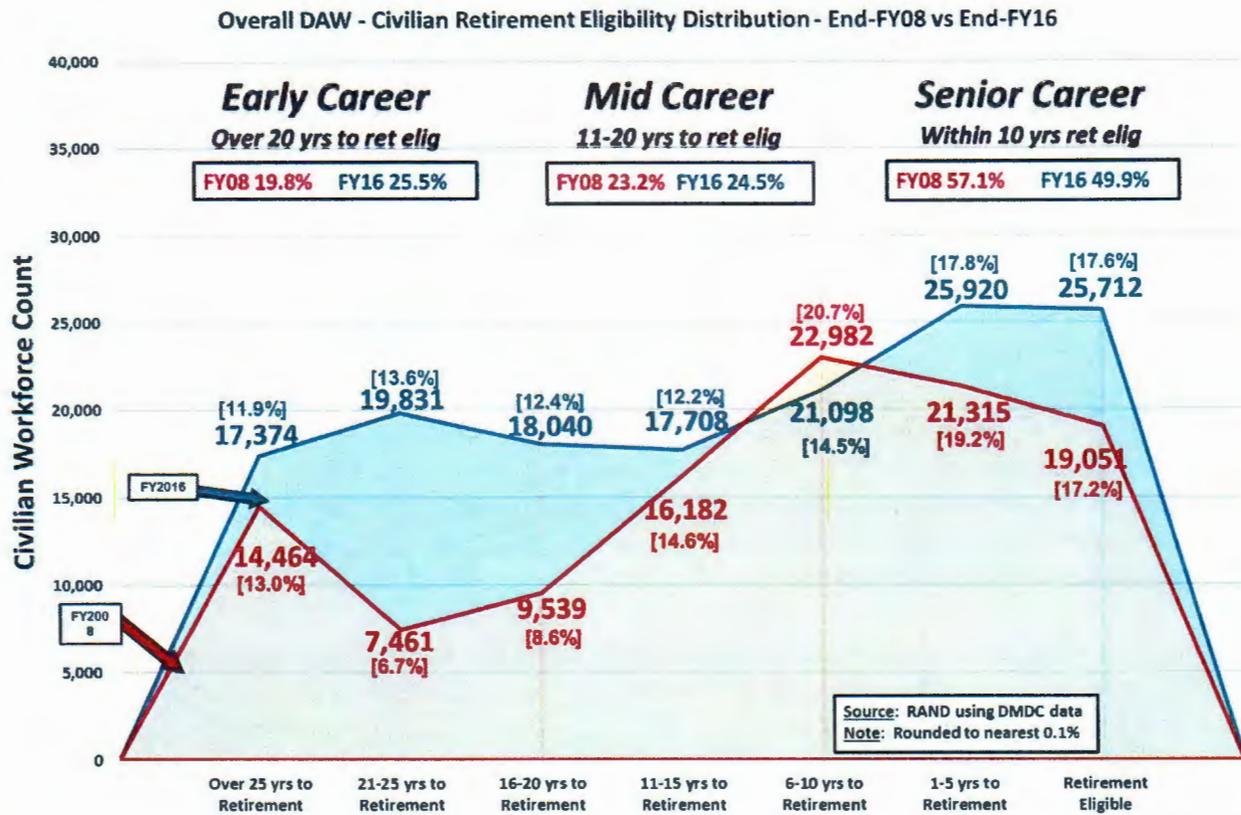
DAWDF-funded training and development initiatives have enabled the overall workforce certification level to improve from 86 percent in FY 2008 to 97 percent in FY 2016 (Figure 9). In accordance with DAWIA implementing policy, workforce members are allowed 24 months to meet position certification requirements.

Figure 9 – Workforce Certification Level FY 2008 to FY 2016



DAWDF-funded hiring has enabled Components to strategically reshape the workforce by bolstering critical acquisition functions and building early and mid-career workforce size. The impact of the reshaping efforts has resulted in an increase in the size of the early and mid-career groups. The improved early and mid-career workforce size better positions DoD's succession readiness to backfill the very experienced senior-career acquisition workforce members when they retire. As depicted in Figure 10, the acquisition workforce early and mid-career year groups represent approximately 49 percent of the workforce, an increase from approximately 42 percent in FY 2008.

**Figure 10 - Defense Acquisition Workforce Civilian Retirement Eligibility
FY 2008 to FY 2016**



In FY 2016, Components continued use of DAWDF for initiatives such as student loan repayment and tuition reimbursement. Both uses serve as recruiting and retention incentives, and tuition reimbursement contributes to improved workforce education levels. Figure 11 depicts an increase in the percentage of workforce members with a bachelor’s degree or higher, which has increased from 77 percent in 2008 to 82 percent in FY 2016. Additionally, the number of individuals with a graduate degree increased from 29 percent in FY 2008 to 39 percent in FY 2016.

Figure 11 – Defense Acquisition Workforce Education Level Achieved

Higher Education Level	FY 2008			FY 2016Q4		
	Civilian	Military	Total	Civilian	Military	Total
Bachelor’s Degree or Higher	85,259	12,111	97,370	122,161	12,810	134,971
Graduate Degree	29,339	3,539	32,878	55,476	8,296	63,772

4. Accomplishment Highlights

Military Services

The Military Services continued their aggressive use of DAWDF to develop, attract, and retain acquisition workforce members. Details of training accomplished feature nearly 48,000 training opportunities across the career field spectrum. The opportunities include over 18,000 career field training seats in addition to Defense Acquisition University-provided training, approximately 6,500 advanced education classes, over 5,100 leadership training seats, nearly 6,400 Cyber education and training seats, and 195 rotational assignments. Figure 12 provides details by type of training event and career field.

The use of recruiting, recognition, and retention initiatives continues to play an important role in attracting and retaining talented acquisition workforce members. Nearly 300 hiring outreach events were DAWDF-funded in FY 2016. Additionally, Student Loan Repayments continually serve as an important tool for attracting and retaining personnel, with nearly 1,000 paid in FY 2016. As expected, the Services primarily use these initiatives for Science, Technology, Engineering and Math (STEM), Program Management and Contracting personnel. Figure 13 provides detail by type of initiative and career field.

Hiring is the final leg on the DAWDF Triad. In FY 2016, the Services hired 667 new acquisition workforce members predominately in the Contracting, Engineering, Life Cycle Logistics and Business-Financial Management Career Fields. Additionally, DAWDF provided financial support for 1,024 personnel hired in previous fiscal years, again predominantly in the Contracting, Engineering, Life Cycle Logistics and Business - Financial Management Career Fields.

Figure 12 – Training Accomplishments by the Military Services

	BUS-CE	BUS-FM	CON	ENG	FE	IT	LCL	PQM	PM	PUR	STM	SB	T&E	Unidentified Career Field	Total
Advanced Education Classes	138	315	1084	2384	1	82	372	5	528	19	5	0	282	1286	6501
Leadership Training Seats	11	12	749	151	463	75	43	21	178	0	0	0	7	3394	5104
Career Field/Competency Training Seats	549	1424	3676	5664	926	406	1670	22	2685	0	0	0	1271	170	18463
Conferences/Seminars/Symposium Attendees	41	4	506	45	37	110	36	0	49	0	0	92	50	102	1072
Continuous Learning/General Acquisition Training Seats	44	101	228	250	3	44	86	8	276	0	0	0	96	8391	9527
CO-OP/College Programs	0	1	69	30	0	0	20	0	2	0	0	0	0	0	122
Training Courses Developed	1	0	0	1	0	1	0	0	0	0	0	0	0	189	192
Rotational Assignments	0	0	15	0	0	0	0	0	0	0	0	0	0	180	195
CYBER Education Seats	4	4	411	2888	130	2119	64	2	31	0	0	0	134	600	6387
Total:	788	1861	6738	11413	1560	2837	2291	58	3749	19	5	92	1840	14312	47563

Figure 13 – Recruiting, Recognition, and Retention Initiatives by Military Service

	BUS-CE	BUS-FM	CON	ENG	FE	IT	LCL	PQM	PM	STM	T&E	Unidentified Career Field	Total
Recognition Awards	0	0	0	0	0	0	0	0	0	0	0	34	34
Recruiting Incentives -5CFR575	3	20	67	273	1	11	25	0	31	4	134	4	573
PCS - Full	0	0	38	1	5	0	0	1	0	0	0	0	45
PCS - Partial	0	0	0	0	0	0	0	0	0	0	0	0	0
PCS – First Duty Station	0	0	0	20	0	0	0	0	0	0	4	0	24
Relocation Incentive - 5CFR575	2	0	3	102	0	0	3	0	16	0	8	0	134
Retention Incentive - 5CFR575	0	0	21	22	5	0	1	1	8	0	4	0	62
Student Loan Repayments – Retention Initiative	3	18	190	16	0	0	41	2	63	0	1	401	735
Student Loan Repayments – Recruiting Initiative	0	18	93	44	0	6	17	0	15	2	51	0	246
Hiring Outreach Events	0	0	0	0	0	0	0	0	0	0	0	294	294
Total:	8	56	412	478	11	17	87	4	133	6	202	733	2147

United States Air Force

Utilized DAWDF to supplement entry-level hiring and leveraged funds for incentives used during recruiting, relocation, and limited retention incentives. Also used it to focus on application-level acquisition technical training and on professional currency to effectively manage and develop the Acquisition Workforce.

Supplemented entry-level hiring in FY 2016 with a continued use of the existing Air Force Personnel Center “force renewal” infrastructure to hire interns and entry level/recent college graduates. This continued from 2015 and brought stability to entry-level staffing and hiring, preventing gaps in acquisition program office hiring that would otherwise be caused by the constrained fiscal environment. The Air Force fully achieved its FY 2016 hiring goal of 250 DAWDF-funded hires.

Used recruiting and relocation incentives to attract 908 high quality candidates. The DAWDF enabled the Air Force to offer a wide range of flexible recruiting incentives, including student loan repayments, relocation incentives, and other incentives. These incentives helped ensure recruiters had funding available to offer the full range of these incentives to prospective hires, and they allowed the Air Force to attract high-quality candidates to fill vacancies in hard-to-fill locations and positions. The Air Force also used retention incentives to fill nine targeted STEM positions, and it funded 24 permanent change of station first duty station moves.

Continued to focus on application training gaps for the acquisition workforce through sustainment of courses developed over the past seven years and added courses in areas such as project management, science of testing, cost estimating, manufacturing readiness, and human systems integration. Looking forward, the Air Force is developing new courses in testing of cyber security and systems engineering applications. Additionally, the Air Force has commenced a focused effort to reinvigorate the business/financial management and logistics segments of the workforce in the systems program offices, and it has placed a renewed focus on targeted training for personnel in acquisition IT/cyber positions.

Sustained use of the Acquisition Leadership Challenge Program set of courses for three levels of instruction, and in FY 2016 provided 1,152 class seats to the acquisition functional communities. In addition, DAWDF funding was used to send 70 newly-assigned personnel in squadron leadership positions to their contracting leadership courses, sponsor 15 Contracting personnel to the Air Staff on-the-job training experiential program, and sponsor an operational contracting training seminar 256 for over 200 attendees. Acquisition workforce members took advantage of the civilian 257 tuition assistance program (approved by the various career field teams) and collectively attended 4,574 college level courses while pursuing achievement of their 258 first bachelor's or master's degree.

Continued offering courses developed in previous years with the DAWDF, such as Developmental Planning, Cost Analysis, and courses in the science of test and evaluation. Over 2,900 acquisition professionals received targeted application training in their acquisition disciplines taught by the Air Force Institute of Technology school of Systems and Logistics (AFIT/LS). For instance, of the 2,900 students: the initial skills courses at AFIT were provided to 257 contracting and management civilian personnel, 277 students attended courses on technology readiness / manufacturing readiness, 145 students took the course on cost/price fundamentals, 612 students took one of the three levels of science of test or test reliability courses respectively, and 305 students attended a should cost workshop. In most instances, the instructor traveled to the home station of the students, which maximized efficiency and minimized travel costs. In addition, over 1,220 Airmen and civilian personnel graduated from one of the three levels of the Acquisition Leadership Challenge Program (ALCP) course, which remains a highly desired course developed by the AF in 2006 to provide leadership development for acquisition professionals. Air Force major commands used DAWDF to increase targeted training opportunities for over 2,300 acquisition workforce members, helping them progress toward professional currency and fill competency gaps.

Air Force Materiel Command began a partnership between Test and Evaluation and IT teams to develop a series of CYBER security courses for both the technical and management portions of the AWF.

Targeted Student Loan repayments and hiring incentives are the primary tools for recruiting high-quality candidates for its acquisition workforce. Recipients sign a three-year service agreement. In FY 2016, the Air Force used the Student Loan Repayment Program (SLRP) program to select high performing acquisition civilians to receive up to \$10,000 annually to repay federally insured student loans or used a hiring incentive for up to 25 percent of annual base pay. These initiatives were used evenly by both central and decentralized hiring programs in STEM and business degrees in order to meet the needs of the various acquisition career fields.

Used DAWDF to have 287 participants conduct college campus visits and attend outreach events at Career and Hiring Fairs. These outreach efforts supported hiring efforts across the AWF for DAWDF hires as well as the other approximately 2,200 annual external hires.

Added capability to reach additional prospective high-quality candidates by leveraging the use of social media, including LinkedIn, Facebook, and Twitter, along with focused hiring pages to engage and actively recruit candidates. As a result of the Air Force using DAWDF to harness these outreach tools and assure availability of funding to offer recruiting incentives, our

acquisition recruiters are more fully equipped to compete with industry recruiters for the best available talent.

United States Navy

In FY 2016, the Department of the Navy (DON) published its Acquisition Workforce (AWF) FY 2016-2022 Strategic Plan to establish world-class acquisition professionals for today and tomorrow, delivering the most capable and affordable warfighting systems. DON leveraged DAWDF for the successful replenishment of its AWF by executing 100 percent of its planned FY 2016 hiring into the Naval Acquisition Development Program (NADP), with 476 Entry-level and 39 Associate-level hires. Of the total 515 hires, 263 were DAWDF-funded. Additionally, DON hired 18 Wounded Warriors into the NADP, bringing the total number since the program's inception to 121 hires. Additionally, DAWDF was used in Hiring Outreach, with 119 distinct recruiting events aiding the Department to get the right people in the right location at the right time. DAWDF funds were used as hiring incentive to recruit an individual possessing unique software engineering skills and experience needed at Patuxent River. In another case, DAWDF was used for relocation to fill a critical position requiring specialized technical expertise.

In critical career fields such as contracting, DAWDF was used for the SLRP as a key tool to attract and retain quality contracting specialists within the DON. For example, Naval Sea Systems Command will now retain 77 Contract Specialists with the use of student loan repayments.

To address the critical areas of Supply Chain Management and Cyber, DAWDF was used to support the following: a) Certifications in Supply Chain Management and Supply Chain Leadership from Penn State provided AWF employees with an understanding of emerging theories and knowledge of best practices in supply chain management; b) Using a Cooperative Education Agreement with Morgan State University, a Masters of Engineering (ME) degree program with a focus on Cyber Engineering in a One-Year-On-Campus format was established. Ten participants are in the program as of FY 2016, and they will be admitted for graduate studies in the School of Engineering at Morgan State University and selected for employment by one of the participating System Commands; c) Space and Naval Warfare Systems Command (SPAWAR) leveraged DAWDF as they developed Cyber-focused training course modules and coordination plans for delivery of the foundational course in the Engineering Series curriculum for the AWF. The course targets SPAWAR Engineering knowledge and is a technical expansion from DAU course offerings linking engineering policies, processes, tools, and governance to expand technical expertise and deliver mission operations and services across DON. Additionally, SPAWAR developed five Risk Management Framework and Navy Validator courses, with more are currently in development, which are being delivered to provide 6,000 class seats for DON Validators. This training resulted in creation of the first C4I Cyber Baselines, validating technology and crew proficiency to meet Fleet Cyber Command inspection requirements on board the U.S.S. Kidd and U.S.S. Carl Vinson.

Across the acquisition career fields, DON utilizes DAWDF to effectively manage and develop the Acquisition Workforce to ensure the right training is provided to the right people at the right time. Examples include: a) advanced degrees at Naval Post Graduate School in engineering and contracting, Massachusetts Institute of Technology in engineering, and a multitude of other

universities with engineering and business degrees to increase the technical and business acumen of the AWF; b) specialized industry insight training at the University of North Carolina Kenan-Flagler Business School and the University of Virginia's Darden School of Business; c) development and expansion of the DON Program Manager Workshops that focus on the history and lessons learned of DON acquisition; d) strategic use of the Secretary of Defense Corporate Fellowship Program; e) attendance at specialized courses and programs such as Navy Capitol Hill Workshop, the Duke Leadership Program, and the Federal Executive Institute.

DON has also invested DAWDF to support the Naval Air Systems Command (NAVAIR) University, which provides specialized training to the NAVAIR acquisition community across all career fields.

United States Army

Cyber Security Training: provided training foundations in Cyber security to 600 AWF personnel, allowing for improved awareness in acquisition of weapon systems. This training provides network defenders and incident responders the tools to construct and exploit threat intelligence to detect, respond, and defeat advanced persistent threats.

US Army Corps of Engineers (USACE) Auburn University Partnership: USACE sent acquisition professionals to the Auburn University Construction Certification Program. Students who graduate the program receive training and a certificate in construction management. Each student signs a three-year service obligation and will have obtained an in-depth understanding of construction industry, process, and challenges. This greater understanding will result in better contracts and ultimately provide cost savings to the Government.

The Source Selection Support Center of Excellence (S3COE) Mission Statement is to “Build, strengthen, and sustain readiness of Integrated Acquisition Teams by leveraging expertise, standardizing business practices, and sharing knowledge to facilitate excellence throughout the source selection process, from requirements generation to successful contract award.” S3COE provides both formal and informal training and guidance in support of each phase of the acquisition process. The S3COEs fall into “tiers or levels” (1 through 3) depending upon varying degrees of support provided (based upon staffing). The stated vision, “Integrated Acquisition Teams, trained and ready to execute successful source selections across the ACC organization in support of our diverse customer base,” reflects both the short and long-term goals of this program. S3COEs provide specific training and support during four (4) “Key Engagement/Education Points” during the acquisition process, including Pre-Solicitation, Request for Proposals (RFP) Release, Evaluation, and Contract Award. This ability to train, coach, and mentor the workforce in order to build the bench, improve the source selection process, and build/sustain source selection expertise as a core competency within the ACC is a mission imperative to sustain readiness. Smart leveraging of S3COEs enables organizations to build acquisition workforce expertise while getting and keeping acquisition on the right track throughout the process. The knowledge and expertise of S3COEs translates into a practical understanding not only of the regulations and policy but also of current thinking at the Defense Procurement Acquisition Policy and Army levels. In addition, the incorporation of the impacts of contract award protests into workforce training results in better contracts and helps to reduce procurement cycle time. The S3COE trained 694 contracting professionals in FY 2016.

The Office of the Deputy Assistant Secretary of the Army (Procurement) (DASA(P)) used DAWDF to execute the Army's first Cost and Pricing Workshop. The workshop hosted 21 cost and pricing subject matter experts from across the contracting enterprise as well as five guest speakers, including the Director, Defense Pricing; Defense Acquisition University instructors; and Defense Contract Management Association directors. In addition to training provided by the guest speakers, attendees trained each other on current cost and pricing topics and collaborated on new tools designed to aid all contracting professionals in cost and price analysis. The training strengthened the Army's commitment to growing cost pricing expertise by equipping practitioners with flexible solutions, innovative tools, and lessons learned to maximize cost avoidance and savings for the Department through more favorable contract cost and price negotiations.

DASA(P) leveraged DAWDF for the Developmental Assignment Program, which is a valuable development tool that provides a means for building the knowledge of the organization and affords acquisition workforce members the opportunity to obtain experience in many competencies. Six workforce members participated in developmental assignment opportunities, and these areas included: Office of the Senior Services Manager, where the participant served as the Acting Director, Senior Services Manager Directorate; Policy Directorate, where participants were able to assist with development of policy and participated in the enterprise wide contract clause review; Review and Oversight Directorate, where the participant assisted in the review and revision of the Program Management Review Toolkits; Workforce Development Directorate where the participant assisted in the ACTEDS Intern enterprise wide selection process; and at the National Guard Bureau (NGB), where the participant assisted with the development of new policies and procedures across the contracting enterprise. The Developmental Assignment Program positively impacted the Department of the Army by providing training opportunities for future acquisition leaders. Participants in the Developmental Assignment Program increased proficiency in their current positions through hands-on experience while gaining knowledge and developing skills and competencies outside of their technical expertise. Through the experiences, developmental personnel were allowed, with proper guidance, to positively shape and influence contracting policies and procedures, programs, and planning efforts that impact not only the Office of the DASA(P) and NGB, but the Department of Defense in some cases as well.

The Joint Program Executive Office for Chemical and Biological Defense (JPEO-CBD) used DAWDF funding to launch a pilot program for Emerging Leaders developed in conjunction with the Office of Personnel Management (OPM). The pilot group consisted of 27 students who participated in a 6-month long program which included training, assessments, various leadership models and a team project. The course was developed to address foundational leadership development within our acquisition workforce. This program was first envisioned by the JPEO-CBD Senior Executive as a way to include the members of the workforce who have a high potential for leadership, but who are not at higher grades. The program has proven to be greatly successful; the participants and their management consider this to be one of the best programs in which they have participated. The targeted instruction, along with professional coaching sessions, was invaluable to the students. This leadership cohort/training provides an opportunity for the acquisition workforce to supplement component competitive leadership programs and develop leadership abilities and qualifications to perform critical acquisition functions while responding effectively within the challenging acquisition environment (BBP 3.0, Updated DoDI

5000.02, etc.). These courses prepare our future strategic leaders for service as a Senior Executive Service and are linked to Executive Core Qualifications. The Leadership Development Suite of training was established under the direction of the JPEO-CBD Senior Executive. These courses will assist in Talent Management with emphasis on career development and strategic succession planning. They will also meet the intent of Focus Area 7 of BBP 3.0 directive to “Build Even Better Professionalism” of the Total Acquisition Workforce. Additionally, the courses will aid in developing fully qualified acquisition professionals. DAWDF funds enabled the JPEO-CBD to sponsor this invaluable training. A total of 76 acquisition personnel participated.

The Acquisition Leadership Challenge Program (ALCP) provides foundational leadership development to our acquisition civilian professionals. Offered at three levels (basic for entry level, intermediate for mid-careerists, and advanced for senior professionals), ALCP focuses on individual awareness of leadership traits, strengths, and weaknesses. Training is provided with a blending of 4-5 instruments (Myers Briggs, 360 feedback, decision making profile, etc.), detailed individualized feedback on each instrument, instructor facilitation, presentations, and group discussions. ALCP complements standard (albeit minimal) Army civilian leadership courses, which do not personalize the training for each participant. All ALCP seminars are a team building and practical guide to assist overall Leadership and Diversity development in organizations. The foundation of the ALCP is self-awareness as the key to both leadership and diversity development to create an innovative culture by helping to understand each individual’s personal preferences and behaviors and how each not only interact with their co-workers, but how they are viewed by their subordinates and leaders. The ALCP training ensures that AAW professionals can communicate with their supervisors through a common language and assist the development of leaders who value individual styles and behaviors, creating an acquisition leadership corps more capable of critical thinking/problem solving, teamwork/collaboration, and creativity/innovation. The Army had 800 ALCP graduates at all three levels in FY 2016. ALCP is highly sought by acquisition civilian professionals and their leaders.

The U.S. Army Corps of Engineers (USACE) used DAWDF to develop the acquisition workforce through multiple training initiatives within the command. USACE augmented Defense Acquisition University (DAU) training with the USACE Learning Center Proponent Sponsored Engineer Corps Training (PROSPECT) Program. This program provides job-related training through technical and professional courses to meet the unique needs of USACE. Military and civilians took 410 PROSPECT courses in subjects such as Cost Estimating, Project Management in USACE, Medical Military Construction / Sustainment Restoration, Modernization Program Execution, Construction Contract Administration, Design-Build Construction, Architect-Engineer Contracting, and others. Additionally, USACE performed on-the-job (OJT) training 63 times during FY 2016. OJT provides tactical on-demand training on a 1:3 ratio and addresses training gaps of entry to mid-level acquisition workforce members. Lastly, funding supported the USACE Contracting Career Management Program meetings. This program is made up of three panels that focus on specific contracting employee populations for professional development and talent management (e.g., tactical GS 7-11, operational GS 12-13, and strategic GS 14-15). The panels champion training initiatives such as developmental assignments in critical supervisory contracting positions, intern workshops for new employees, and selection for participation in the Auburn Construction Management Program. In 2016, 77 military and civilian personnel participated in this master’s level coursework in construction.

Funding has resulted in green program management reviews (PMR) ratings, professional advancement opportunities and higher education levels attained. These training initiatives allowed the command to address critical knowledge gaps while improving acquisition skill sets that directly support the USACE mission.

U.S. Army Research, Development, and Engineering Command (RDECOM) used DAWDF to provide master's level courses in Systems Engineering, Networking, and Cyber Security to 25 Science and Technology (S&TCD) acquisition engineers. This initiative allowed S&TCD to address losses in mission critical acquisition skill sets and improve technologies in areas of systems engineering, software engineering, modeling, simulation and control, ethical hacking, cyber security, food science, weapons system technology design and analysis, missile systems technology, and wireless technology. S&TCD experienced a dramatic loss of experienced science, technology, engineers, and mathematics acquisition personnel during the periods of sequestration and furloughs, with employees leaving for opportunities in the private sector and other agencies. Use of DAWDF for this graduate-level education has significantly reduced the gap of the knowledge/skills gaps impacting programs supporting the needs of the Warfighter in times of significant uncertainty resulting from a return to sequestration and associated looming Army personnel cuts. RDECOM used DAWDF for acquisition specific training for over 400 (S&TCD) acquisition engineers in various specialties. These training programs increased the overall knowledge, skills, and abilities that resulted in engineering expertise to benefit our Warfighters. Some of the specific training was Modeling and Simulation, Vehicle Systems Integration, Fundamentals of Ballistics, Advanced and Fundamentals of Composites, Missile Systems and Rotocraft Fundamentals, Food Science, plus many more. RDECOM has also used DAWDF for developmental assignments of engineers to help them better understand the true operating environment for the equipment they are designing by talking with the Soldiers that are operating the equipment in a real-world operational environment. We also send mid-level engineers and scientists to the RDECOM International Technology Center to gain valuable insight and better understanding on how the United States conducts international armaments cooperation with European allies, including France, Spain, and Italy. They also work with foreign Ministries of Defense, military, academic institutions, and industry to help build a stronger bilateral relationship.

Mobile Training Teams (MTT) conducted 39 courses in FY 2016, which included Contracting Boot Camp, Cost and Pricing training, and the Contracting Officer refresher training course. Over 850 military and civilian contracting acquisition professionals were trained on technical and functional skills critical to their professional development and competency attainment. Specifically, the Contracting Boot Camp prepared newly assessed contracting interns by addressing noted functional gaps identified in PMRs, audits, and organizational reviews to lessen the operational impact to the command's less experienced entry and mid-level personnel. The MTT provided immediate benefit and improvement in the Army Contracting Command interns, contract specialists, and contracting officers. Cost and Pricing and contracting officer training provided consistency of training to acquisition workforce employees and filled skillset gaps created by senior personnel attrition.

The Army DACM Office is in the fourth iteration of the Army Acquisition Leader Preparation Course (AALPC). The course is a mix of Program Managers, Contracting Commanders, Acquisition Directors, and Product Directors, who are about to assume command. To date,

AALPC has trained 94 Military Officers and 24 DA Civilians for a total of 118 Centralized Selection List (CSL) and Centrally Selected Board selectees.

The Student Loan Repayment Program (SLRP) is the Army Acquisition Workforce's premier retention tool which is exclusively funded by DAWDF. In FY 2016, the Army Director of Acquisition Career Management (DACM) Office selected 400 high performing acquisition civilian professionals to receive up to \$10,000 to repay federally insured student loans as a retention incentive. All SLRP recipients sign a three year service obligation which allows the Army to retain its best and brightest in mission critical acquisition career fields.

Army Contracting Command (ACC) and Army Test and Evaluation Command (ATEC) utilized DAWDF to resource and conduct proactive, progressive, and productive recruitment and outreach events to seek out potential Contracting and STEM candidates. ACC participated in multiple job fairs across the nation, e.g., League of United Latin American Citizens job fair, Federal Asian Pacific American Council job fair, the National Contract Management Association career fair, and various local college career fairs. ATEC conducted career fairs at various universities, colleges, conferences, and symposiums. ATEC participated in the Society of Women Engineers Conference and the Latinos in Engineering and Science National Leadership Conference. Participation in these events was an educational opportunity for attendees to learn what ACC and ATEC does for the Warfighter. In addition, attending the recruiting events allowed the Department to tap into mentorship programs and formulate partnerships with numerous organizations and educational institutions which in-turn assists in building a diversified and professional acquisition workforce.

Joint Staff – J4 – Operational Contract Support (OCS)

Delivered 9 Joint OCS Planning and Execution Courses, training 272 personnel in FY 2016 (741 since 2014) 35 percent from contracting career fields, 42 percent from logistics, and 23 percent from non-logistics.

Conducted training to include: the US Central Command OCS Integration Cell (forward) on compiling and analyzing OCS data to help inform command decisions; trained deploying units on OCS (III Corps, 18th Airborne (ABN) Corps, 101st ABN Division, 10th Mountain Division, 3rd Marine Expeditionary Force, USFOR-A IAs); created products to guide and inform OCS training including the Joint OCS Training and Assessment Guide, Joint OCS Lessons Learned Guide, and the annual strategic pamphlet for leadership development; and completed revision of the Joint OCS Essentials for Commanders and Staff course, which has been used by over 1,500 personnel annually for the last two years.

Increased awareness and understanding of the role of contracted support in operations and what is required to plan for and manage it (OCS) for approximately 3,700 personnel through the Joint OCS Planning and Execution Course, the three OCS on-line courses, and the OCS joint exercise (OCSJX)

United States Special Operations Command (USSOCOM)

Created a mobile training unit giving the capability to travel the world providing needed PD2 training. The contact time allowed the capability to demonstrate other acquisition applications, the importance of data integrity, and application inter-relationships. The training focused on developing individuals, giving them the needed training to successfully operate Procurement Desktop Defense (PD2), and to meet the standard as set forth by the Office of the Secretary of Defense (OSD). Based on surveys conducted, the mobile training concept and execution was successful. The PD2 Systems Training allowed improved understanding of DoD-wide system changes thus decreasing errors causing delays within contract writing system.

Held a Collaboration Training Summit which allowed collaboration and training with Field Offices that support the special operations forces. This summit allowed for enterprise-wide discussions on operational policies and they were reinforced throughout the training event. This training event resulted in excellent participation, which had a positive effect on the USSOCOM enterprise allowing for the opportunity to expand the knowledge base of special operations forces personnel in attendance.

Defense Acquisition University (DAU)

In FY 2016, DAWDF funding enabled DAU to serve the entire acquisition workforce by developing new and updated courses, providing funds for students to travel to class, and creating training in new areas such as the acquisition of services, the requirements process, cybersecurity, information technology (IT), small business, as well as special contract administration courses for the DCMA workforce.

DAWDF made it possible for DAU to increase its graduates from online and resident courses by 4.1 percent in FY 2016, ultimately graduating a total of 189,396 students. Completion of continuous learning modules, most of which were developed with DAWDF funds, was up by 8.6 percent (730,688 completions) from the previous fiscal year. These activities helped grow DAWIA certification rates from 86 percent in FY 2008 to 97 percent in FY 2016. Online courses, which represent over 75 percent of total DAU graduates, are developed with DAWDF funds, and decrease student travel costs and time.

DAWDF funding is critical to maintaining the overall high-quality of DAU training, which was recognized with numerous awards in FY 2016, including:

- Designated as a “2016 LearningElite Organization (2nd Place)” as part of the LearningElite awards program sponsored by “Chief Learning Officer” magazine. The award acknowledges organizations employing exemplary workforce development strategies that produce significant business results.
- The “Innovation – Learning in Practice” award from “Chief Learning Officer” magazine for the DAU Services Acquisition Workshop (SAW) program. Funding from DAWDF enables DAU faculty to develop new workplace tools, such as the “Services Acquisition Mall,” and deliver SAWs. These efforts improve the workforce’s tradecraft in the acquisition of services, an area of emphasis for Congress and the USD(AT&L).
- The “Business Partnership – Learning in Practice” award from “Chief Learning Officer”

magazine for the DAU Key Leadership Development Program, created in conjunction with the Missile Defense Agency. Funded entirely by DAWDF, the ten-month program helps professionalize the workforce by enhancing the development and retention of capable leaders.

- The “Trailblazer – Learning in Practice” award from “Chief Learning Officer” magazine for the DAU College of Contract Management’s curriculum development efforts. These efforts, funded by DAWDF, provide members of the Defense Contract Management Agency with job-focused curriculum and online tools.
- The “Best Strategy for a Corporate University – Silver” award from the “Excellence in Learning” awards program of the Brandon Hall Group. A critical piece of this strategy is the DAWDF-funded improvement of our online environment to provide the modern workforce with the tools and information they need and in the ways they prefer to receive them. This, and other DAWDF supported development efforts, are essential to the achievement of the goals addressed in the strategy.

DAWDF also helped DAU:

- Extend training beyond the classroom through its Mission Assistance program with 862 engagements, including: SAWs, Source Selection Simulations, and BBP Rapid Deployment Training. These efforts improve the capabilities of the workforce by supporting organizations with valuable training at critical points in the program life cycle or services acquisition process. Additionally, DAWDF supported activities such as executive coaching to improve overall workforce professionalism by helping leaders at pivotal moments in their careers.
- Conduct eight enterprise offerings of the PMT 401 Program Manager’s Course, including offerings conducted for the National Defense University Eisenhower School and the U.S. Army Senior Service College Fellowship program allowing for a 13 percent increase in graduates to 273 students. Additionally, it allowed development and deployment of 10 new cases as part of the PMT 401 case library, improving the currency and relevancy of the course.
- Operate the College of Contract Management (CCM) to develop and improve the quality and professionalism of a critical, yet underserved portion of the acquisition workforce in FY 2016. Specific accomplishments include: 12,224 graduates, successful deployment of courses developed with DAWDF resources, and design/development of 21 additional courses and one major course revision.
- Expand services acquisition training to achieve a new high of 67 delivered SAWs. These workshops allow acquisition organizations to receive just-in-time support from DAU faculty while preparing and executing large services contracts. SAW training events were conducted at 31 workforce locations for multiple service acquisitions totaling \$43 billion. The workshops meet a critical need identified by Congress and DoD to improve the tradecraft of the acquisition of services.
- Build or significantly modernize 67 formal training courses and continuous learning modules. These development and creation efforts will not only improve learning, but will also reduce student travel costs and time by minimizing classroom hours wherever possible. The courses and modules make the best use of classroom time by emphasizing critical thinking and other high-level skills. Training of this nature increases the professionalism of workforce members while improving their ability to manage

challenging acquisition problems. DAWDF-supported development efforts include:

- An update to the LOG 465 Executive Product Support Manager's Course that enhances course content through the development of new executive-level cases and improved functionality of the current software tools.
 - Incorporation of changes in contingency contracting doctrine and regulations into the CON 334 Advanced Contingency Contracting Officer's Course. Also reflected in the update are lessons learned based on Operation IRAQI FREEDOM closure/Operation NEW DAWN, Operation ENDURING FREEDOM-Afghanistan, Operation UNITED ASSISTANCE (Ebola response), and Operation INHERENT RESOLVE (ISIS).
 - Development of the continuous learning module CLE 075 Cloud Computing. This new module provides the DoD acquisition workforce, particularly those working in IT, with a thorough understanding of how cloud computing should be used as part of the architecture solution for IT acquisition programs.
 - Development and deployment of a new, blended Program Protection Planning course, ENG 260, which includes classroom instruction and exercises, as well as independent student work required prior to classroom instruction.
 - Update of the existing ISA 301 Advanced Enterprise Information Systems Acquisition course to a format that is consistent with other courses in the career field.
- Develop and incorporate 59 games/simulations into curriculum and continuous learning modules. Examples include:
 - Understanding Industry – Business acumen game to enable students to materially participate in understanding how contractors do business with the government.
 - Rates – The Artemis game allows players to experience the consideration of Rates on projecting cost in Business transactions for the government.
 - Strategic Sourcing Overview – The Strategic Sourcing game is a cognitive decision making game designed to allow its players to gain information, consult with stakeholders, and make decisions regarding strategic sourcing.
 - Advanced Contingency Contracting – This game allows students to experience a pre-deployment contingency situation and prepare a contingency plan.

DAWDF resources enabled an expanded Defense Acquisition Portal to provide on-the-job, workflow learning tool. These efforts supported 15 million page views and 24,227 new contributions to communities of practice from among the more than 79,000 registered community members. The exchange of information generated by these user communities improves the overall body of acquisition knowledge while simultaneously improving the professionalism of its contributors.

Over the course of the year, implemented the Requirements Management Community of Practice which received more than 1.8 million page views and provided 62,570 document downloads. This sharing of knowledge across the acquisition workforce provides users with information at the moment of need while improving the overall understanding of important acquisition-related topics.

4th Estate Agencies

Summary

The 4th Estate Agencies continued their aggressive use of DAWDF to develop, attract, and retain acquisition workforce members. Details of training accomplished feature nearly 29,000 training opportunities across the career field spectrum. The opportunities include over 20,000 career field training seats in addition to DAU provided training, approximately 1,600 advanced education classes, and over 1,730 leadership training seats to include 22 Acquisition Leadership Challenge Program classes with 620 graduates.

Figure 14 provides details by type of training event and career field.

Use of recruiting, recognition, and retention initiatives continues to play an important role in attracting and retaining talented acquisition workforce members. Nearly 150 hiring outreach events were DAWDF funded in FY 2016. Additionally over 1,100 recognition awards and over 500 retention incentives were issued and used to maintain their workforce at needed levels. Like the Military Services, these initiatives were primarily used for STEM, Program Management, and contracting personnel. Figure 15 details by type of initiative and career field.

Hiring is the final leg on the DAWDF Triad. In FY 2016, the 4th Estate Agencies hired 355 new acquisition workforce members predominately in the Contracting, Engineering, Life Cycle Logistics, Auditing, and Business-Financial Management Career Fields. Additionally, DAWDF provided financial support for 279 personnel hired in previous fiscal years, again predominantly in the Contracting, Engineering, Life Cycle Logistics, Auditing, and Business – Financial Management career fields.

Finally, DAWDF was used to update the Defense Acquisition Talent Management System, incorporating the student registration process and to prepare for the termination of U.S. Army Acquisition Training Application System which is currently used, and fund the development of a statistical model that projects workforce training needs for 4th Estate Agencies.

Figure 14 – Training Accomplishments by the 4th Estate Components

	AUD	BUS-CE	BUS-FM	CON	ENG	FE	IT	LCL	PQM	PM	PUR	SB	T&E	Unidentified Career Field	Total
Advanced Education Classes	837	4	7	295	154	4	8	57	55	4	46	0	37	97	1605
Leadership Training Seats	330	0	1	154	5	0	0	18	0	3	0	1	0	1225	1737
Career Field/Competency Training Seats	1892	0	8	2692	981	0	2	32	14248	6	0	0	0	897	20758
Conferences/Seminars/Symposium Attendees	0	31	43	326	10	0	0	15	5	7	0	8	6	1232	1683
Continuous Learning/General Acquisition Training Seats	0	2	22	367	23	1	2	1	1	1	0	0	5	1617	2042
CO-OP/College programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Training Courses Developed	0	0	0	24	0	0	0	0	0	6	0	0	0	69	99
Rotational Assignments	0	0	3	11	2	0	0	6	1	0	0	0	0	55	78
CYBER Education Seats	0	0	0	0	1	0	5	0	0	0	0	0	2	0	8
Workforce Planning Initiatives	0	0	0	0	0	0	0	0	0	0	0	0	0	45	45
Competency Management Assessments	0	0	0	8	0	0	0	0	0	0	0	0	0	0	8
Other	0	0	0	264	1	0	0	5	0	0	0	1	1	313	585
Total:	3059	37	84	4141	1177	5	17	134	14310	27	46	10	51	5550	28648

Figure 15– Recruiting, Recognition, and Retention Initiatives by 4th Estate Components

	AUD	BUS-CE	BUS-FM	CON	ENG	FE	IPM	IT	LCL	PQM	PM	PUR	STM	SB	T&E	Unknown	Total
Recognition Awards	0	0	138	658	48	0	4	24	0	78	27	0	0	0	0	167	1144
Recruiting Incentives - 5CFR575	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PCS - Full	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PCS - Partial	0	0	0	27	18	0	7	0	0	38	1	0	0	0	0	0	91
PCS – First Duty Station	0	0	0	0	11	0	0	0	1	4	1	0	0	0	1	0	18
Relocation Incentive - 5CFR575	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	4
Retention Incentive - 5CFR575	0	0	105	408	0	0	0	0	0	0	0	0	0	0	0	0	513
Student Loan Repayments – Retention Initiative	0	0	2	26	6	0	0	0	0	0	0	0	0	0	3	0	37
Student Loan Repayments – Recruiting Initiative	0	0	0	8	0	0	0	0	0	0	0	0	0	0	0	0	8
Hiring Outreach Events	0	0	0	4	18	0	0	0	0	1	0	0	0	0	0	125	148
Total:	0	0	245	1135	101	0	11	24	1	121	29	0	0	0	4	292	1963

Defense Contract Management Agency (DCMA)

With the support provided by DAWDF funding, entered into the 4th year of partnership with the DAUs College of Contract Management (CCM). CCM was uniquely aligned with DCMA to provide acquisition training courses that focused on DCMA’s unique mission to provide independent contract administration capabilities not found in the Services. CCM delivered 28 courses to the Agency and has 37 more in development.

Conducted specialized training in areas such as contract close-out procedures, contract audit follow up, and introduction to pricing for engineers and contract administrators. DAWDF funds were also used to prepare acquisition leadership for immediate and future supervisory and managerial positions.

Provided the acquisition workforce Career Field/Competency training seats in over 650 different programs to build and enhance individual and team proficiencies. Just short of 1,200 employees have been provided supervisory and leadership learning opportunities that enhance the Agency's strategic vision to build the workforce of the future. With 37.2 percent of the acquisition workforce eligible for retirement in the next five years, this DAWDF-enabled training for new employees will pay dividends well into the future.

Leveraged DAWDF funds to develop, plan, and execute specialized training, because of the unique post-award contract administration mission, for Contracting, Engineering, Quality Assurance, Manufacturing, and Supply Chain acquisition career fields.

The DAWDF enabled active engagement of potential new acquisition job applicants at 96 recruitment and outreach events in FY 2016, including career fairs, job fairs, hiring events, trade shows, and expositions. A renewed commitment to social media recruitment, including LinkedIn, generated over 500,000 impressions. The total outreach effort enabled recruiters to engage over 80,000 potential applicants, and resulted in the external hiring of over 1,237 new acquisition employees, primarily in the mission critical career categories of Production, Quality and Manufacturing, Contracting, and Systems Engineering.

Permanent Change of Station incentives attracted highly qualified employees for acquisition positions in hard-to-fill geographical areas or job series which helped to close critical skill gaps in the Agency.

Defense Contract Audit Agency (DCAA)

DCAA used DAWDF funds to support auditors in acquisition and leadership training and development. DCAA's Defense Contract Audit Institute (DCAI) created an enterprise learning environment that strengthens both individual and organizational performance of the acquisition workforce. Through its Audit and Leadership Academies, DCAI developed new and revised courses and onboarding strategies that provide our workforce the opportunity to develop technical skills and deliver a competency-based leadership developmental curriculum necessary for continuous self-improvement.

DCAA's talent management efforts focused on recruiting quality employees and equipping them with the appropriate competencies to perform mission-critical activities. DAWDF funds supported DCAA's investment in recruiting 100 top quality auditors each year. Agency recruitment efforts are coordinated and aligned with a robust onboarding model and with government-wide efforts to close skill gaps in the auditor mission critical occupation and to strengthen workforce development. New employees report to the DCAI on their first day in the Agency for two weeks of orientation and training, and a continuum of learning provides critical on-going professional development.

DCAA also used DAWDF funds for the continued development of senior auditors and managers. DAWDF provided funding for over 800 requests for advanced degree classes and professional certifications. Due to this training, during FY 2016, our auditor workforce earned 44 advanced degrees 33 professional certifications. DAWDF funds also supported 18 students who obtained a graduate degree as part of the Director's Development Program in Management. Focusing on senior manager development, funding also supported two developmental assignments to acquire interagency acquisitions experience. Additionally, nine managers completed the Federal Executive Institute programs which support executive development and succession plans.

DCAA leveraged DAWDF funds to successfully recruit, train, and develop audit staff to meet demanding mission requirements. DAWDF contributed to the success highlighted in USD(AT&L), the Honorable Frank Kendall's September 23, 2015, memorandum on the positive progress towards decreasing the number of audit backlogs, reducing pre-award audit times, and improvement on meeting scheduled milestones.

Additional Agency Accomplishments

The National Security Agency (NSA) hosted CON090 DAU courses beyond the assigned DAU allotment and delivered training that provides total immersion in the Federal Acquisition Regulation (FAR) to 30 percent of our Contract Managers, while also helping these individuals take a major step towards their Contracting Level I DAWIA certification.

Delivered leadership training to 36 mid-level NSA supervisors designed to develop the following skills: encourage creative tension and differences of opinions, anticipate and take steps to prevent counterproductive confrontations, and manage and resolve conflicts and disagreements in a constructive manner. Additionally, arranged 15 courses across the Business Management, Contract Management, Program Management, and Contract fields, to support skills development of over 400 students. Provided training foundations in the FAR for over 30 NSA Contracting Specialists who were new to both the role and the Agency.

Recognized over 450 NSA employees for conducting burn rate analysis efforts in earnest and identifying >\$450 million in appropriated Agency funds that were re-purposed to, in particular, areas where full funding may not have been previously identified. Top performers were also recognized in Business Financial Manager, Contract Manager, and Contracting (Officer/Specialist) roles through NSA's "of the Quarter" Awards.

Defense Microelectronics Activity (DMEA) provided on-site DAU workshops for Contracting, Finance Management, Operations, and Engineering Staff in the Understanding, Coordinating, and Submitting Contract Performance Work Statements. This was a team approach targeted at building an understanding of Contracting Requirements and processes, as well as fostering cohesiveness between all phases of the DMEA Contract process.

The National Geospatial-Intelligence Agency (NGA) utilized DAWDF to support specialized training in agile acquisition to support the use of agile acquisition and development methods at NGA. This included a robust agile training program with courses for general acquisition personnel and specialized courses for acquisition personnel in Engineering, IT, Program

Management, and contracting career fields. Courses included Agile Boot Camp; Agile Contracting; Certified Scrum Product Owner; Agency Orientation towards Agility; and Scrum Master.

Additional DAWDF sponsored training at NGA included: Technical training in Amazon Cloud technologies to grow knowledge of acquisition processes as the agency continues to transition capabilities and services to the Cloud in support of IC Information Technology direction; Technical Tradecraft training for contracting officers supporting source selections and other contracting efforts to sustain and build competencies; and attendance at conferences and seminars including NCMA World Congress and acquisition conferences to ensure acquisition personnel continue to grow and develop their skills to align with changes in acquisition.

The Missile Defense Agency (MDA) utilized DAWDF to support workforce recruitment, training, and retention initiatives. To attract a diverse candidate pool for the entry-level Missile Defense Career Development Program (MDCDP), DAWDF enabled the launch of a Strategic Recruitment Outreach campaign in the Fall of 2016. Subject Matter Experts, Career Development participants, and Human Resource representatives were able to travel to over 35 recruitment events at colleges and universities (including minority serving institutions), career fairs, and professional symposiums across the United States. Recruitment was targeted at STEM, financial management, logistics, acquisition management, and contracts career fields. Following these events, DAWDF was used as a recruitment incentive to fund First Duty Station Permanent Change of Station to further attract 18 of the best qualified Engineering candidates.

In support of training and development for the MDCDP, MDA utilized DAWDF to implement new initiatives such as the delivery of early leadership and soft skills training under the umbrella of the “90 Days to Success On-Boarding Program”. Recognizing the stability of MDA’s talent pipeline as a critical component to mission success, this refined the on-boarding program and more effectively integrated the new employees into the workforce. DAWDF also allowed for participants from multiple MDCDP classes to come together during the year in an effort to educate, network, share lessons learned, and improve overall communication. To ensure retention of these critical new members of the workforce, DAWDF also enabled the offering of Student Loan Repayments.

DAWDF directly contributed to increased proficiency and improved performance in such areas as contracts and contracting, financial management, project/program management, systems engineering, organizational leadership, and critical thinking at the Defense Information Systems Agency (DISA). DAWDF also sponsored workshops in risk identification and management, leading project teams, as well as budgeting and DoD budget development.

Enhanced training opportunities made possible by DAWDF directly benefit the Defense Intelligence Agency (DIA) acquisition workforce and acquisition stakeholders through enhanced business acumen and better acquisition skill sets. This should translate into value added and more cost beneficial agency procurements. Course content development for 6 courses was set in motion in FY 2016 with delivery expected in FY 2017. DIA’s Academy for Defense Intelligence is facilitating the development of these courses and will collaborate with the best acquisition subject matter experts across agency elements. This training is mandatory for DIA Officers who develop acquisition strategies, participate in acquisition planning activities,

developing a solid set of actionable requirements, or require a more robust understanding of post-award activities. Course content is consistent with DoD/Federal standards but will be tailored to DIA's business/financial systems and specific agency processes.

DAWDF allowed the Defense Logistics Agency (DLA) to improve the quality and professionalism of the acquisition workforce by developing a DLA Commercial Pricing Course in coordination with DAU which trained 405 Contract Specialists, closed pricing skill gaps, and improved the support to the Warfighter. Additionally, DLA sponsored 11 FAR Immersion Courses and served as a refresher to support preparation for the Contracting Officer's Warrant Test. Completion of course improved Contracting Officer's assessment test "pass" rate.

DLA also utilized the fund to broaden skill sets in the acquisition workforce with career development opportunities through participation in the DLA Rotation Program which increased technical knowledge and skills; developed Enterprise Perspectives; and allowed knowledge transfer in other functional areas which supported 14 acquisition workforce employees. Finally, the fund leveraged DLA Enterprise Development Program for 43 acquisition workforce employees to bolster leadership competencies through DLA's Executive Development Programs. Programs include U.S. Navy Advanced Management Program, DoD Center of Excellence in Logistics and Technology and Harvard University Kennedy School of Government courses. DAWDF-funded tuition assistance was also a cornerstone of DLA's program where DAWDF funded 413 advanced education classes at both the undergraduate and graduate level.

Functional Leadership Accomplishments

The Performance Assessments and Root Cost Analyses (PARCA) Earned Value Management (EVM) Division utilized DAWDF to provide on-site EVM policy training to over 150 acquisition workforce personnel allowing for improved use of EVM for oversight and joint situational awareness on DoD programs. Also, PARCA EVM provided training on current DoD EVM policy initiatives to 200 Government and Industry EVM professionals enabling joint understanding of interpretation and implementation of DoD EVM policy at the quarterly National Defense Industrial Association Integrated Program Management Division meeting.

The Small Business Functional community utilized DAWDF to train over 350 Small Business professionals, contracting personnel, and Program Managers representing 26 Military Departments and Other Defense Agencies at the annual Small Business Programs and Small Business Innovation Research Training Week. DAWDF was also instrumental in the piloting of six small business DAWIA certification courses and the deployment of one of these piloted courses. A total of 177 acquisition personnel participated and graduated from these pilot classes.

At the inaugural DoD Small Business Vanguard Awards Program, DAWDF enabled the presentation of the Vanguard Award, Revolutionary Leadership Award, Ms. Tracey L. Pinson Small Business Professional of the Year Award, Small Business Innovation Research Award, and Verdure Award to Defense Acquisition individuals, teams, and a component organization exhibiting the utmost dedication to the BBP initiatives and Departmental goals through the promotion of Small Business.

Services Acquisition (SA) Functional Leadership (FL), hosted 2, 4-day, SA Training Seminars designed to improve the tradecraft in the acquisition of services and understanding of the newly-released DoDI 5000.74, Defense Acquisition of Services. This new initiative provided training for 170 mid-to-senior level attendees in the acquisition workforce from throughout DoD. In addition, they co-hosted a three-day, SA Training Seminar in conjunction with the DON which allowed for the attendance of 40 additional mid-to-senior level personnel in the acquisition workforce from both the Navy and other DoD Agencies. SA FL, through Army Logistics University in Fort Lee, Virginia, held 14 additional 10-day Operational Contract Support courses in planning, managing, and administering contract service requirements for both Army and other DoD personnel. This initiative provided training for 350 non-acquisition workforce attendees, who upon completion, became certified to work in a contingency contracting environment overseas. SA FL, through DAU and working with DON, provided 23 additional 4-day Services Acquisition Training courses for the non-acquisition workforce worldwide, including courses held outside of the continental United States (OCONUS). This initiative provided training for 575 attendees in Mission-Focused Services Acquisition and Contracting Officer's Representative Duties.

Contracting also trained over 400 users on the 3-in-1 handheld device in the following locations: OCSJX-16/Fort Bliss, Texas; Fort Sam Houston Training - ARMY Mission Installation Contracting Command training for multiple systems; and Fort Still, Oklahoma Training: Conducted Joint Contingency and Expeditionary Services (JCXS) Summer Concert Training Series and trained over 100 users during a 14 week summer-long period via Defense Connect Online (DCO). The Acquisition Common Operating Picture, Joint Contingency Contracting System /Joint Contingency Interagency Installation System /Civilian Arming Authorization Management System/and ASCA Global Automated Tracking and Reporting System capabilities trained over 300 users from the logistics and acquisitions areas and the JCXS Summer Concert Series conducted over DCO reached over 200 users worldwide; and Teamed with DAU Huntsville and Fort Belvoir to provide training to over 35 incoming Company Commanders targeted for deployment.

DAWDF funding also allowed the Contracting functional community to host DoD's first workshop on Other Transactions Agreements (OTAs) for Prototype Projects, an authority Congress provided DoD in section 815 of the National Defense Authorization Act for FY 2016, Public Law 114-92. This two-day training event, hosted by the Army Contracting Command-New Jersey and sponsored by Defense Procurement and Acquisition Policy (DPAP), enabled 65 representatives of various functional backgrounds from 42 organizations to increase their knowledge and understanding of OTAs, build a community of practice, and share practical experiences on employing OTAs. The workshop entailed over 20 substantive sessions, featuring both individual presentations and panel discussions. Topics covered foundational information (e.g., ethics), practical implementation approaches (e.g., solicitation techniques), industry partnering (e.g., consortia), and case studies illustrating Other Transaction (OT) usage (e.g., U.S. Air Force Evolved Expendable Launch Vehicle, or Evolved Expendable Launch Vehicle program). OTs are legal instruments that give DoD greater flexibility to negotiate the agreement, which fosters innovative business arrangements that can improve acquisition practices, spur innovation among defense contractors, and attract companies with leading-edge technologies.

A significant training event funded by DAWDF was the 2016 DoD Contract Pricing and Cost Estimating Collaboration Training co-sponsored by the Director, Defense Pricing, the Director, DPAP, and the Office of the Director, Cost Assessment and Program Evaluation (CAPE). This three-day training event convened 650 workforce members of the contracting and cost estimating communities who are involved with pricing, estimating, and negotiating complex procurements. The participants represented major commands from the military departments, ten Defense Agencies, the DoD Office of the Inspector General, the Government Accountability Office, and a guest speaker who provided a Wall Street perspective on government contracting. Experts offered 12 substantive sessions in individual presentations and panel discussions. The training provided a forum for participants to collaborate on pricing and cost estimating capabilities and to gain a better understanding of evaluating major program subcontract proposals. Additionally, participants learned practical applications of tools such as the Contract Business Analysis Repository, and the Cost Assessment Data Enterprise that improve negotiating, estimating, and pricing skills. The integrated training of the cost estimating and cost/pricing topics gave attendees a deeper understanding of the methods and goals for the multiple entities involved in the life cycle of a Major Defense Acquisition Program (MDAP) and a Major Automated Information System (MAIS) program. Furthermore, the collaboration between the contracting and cost estimating professionals helps ensure the Department has a consistent application of cost estimating, negotiating, and incentive contracts and tools to drive savings in the acquisition of MDAPs and MAIS programs, and efficient management of complex contracts.

The Logistics community used DAWDF to train the DoD workforce on Performance Based Logistics (PBL) concepts, sustainment arrangements, and associated best practices in order to develop the skills to implement effective PBL arrangements. Instead of classroom instruction, the training consists of facilitation and hands-on training to assess current product support solutions, select best value alternatives, draft requests for proposals, and develop implementation plans. Successfully created sustainment outcomes for seven programs from the Services. The outcomes achieved include cross-functional personnel trained in performance based sustainment, tailored tools, and templates for product support analysis, and implementation plans for the development of performance based arrangements and the results include: executed the third annual Service program identification and selection for six programs; trained approximately 300 people to date including 135 personnel in FY 2016; and produced 114 tailored training tools and templates to support Request for Proposals with issuances planned within 12-18 months.

The magnitude of the DoD acquisition engineering workforce and the diversity of its needs, roles, backgrounds, and physical locations, demands innovative education approaches to meet the workforce's continuing technical education needs. Their education becomes more critical in the context of the increasing complexity in modern systems, and an increasing dependence on commercially available and rapidly evolving technologies - and the implications of such factors on technical risk. To help fill this gap, the Engineering Functional Community utilized DAWDF to develop an innovative educational curriculum specific to the unique technical and engineering challenges of DoD's large and diverse acquisition environment. The effort will begin with the identification of the key technology and engineering domains that are particularly urgent to DoD. It will continue with an assessment of DoD's knowledge weaknesses/gaps related to these domains. The outcome of this initiative will be the development of an educational curriculum to close the identified knowledge gaps related to the key technology and engineering domains, as well as implementation plans that identify the education sources and methods of delivery.

5. Recommendations for Additional Authorities

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

Appendix A – Amounts Remitted and Transferred by Component

Figure A1 - Remittances and Transfers in FY 2016 (in \$000s)

(FY 2014/2016 + FY 2016/2018 Funds Credited in FY 2016)

	Amounts Remitted and Transferred in FY 2016
Army* (FY 2016/2018)	\$400,000.0
DIA** (FY 2014/2016)	\$12,019.0
Total	\$412,019.0

**\$400 million of expired funds transferred by the OSD Comptroller in August 2016*

***During FY 2016 an unprocessed remittance for FY 2014 was identified and completed*

Appendix B – Disbursements from the Fund

A. FY 2015 Expenditures Made from the Fund in FY 2016

Figure B1 – FY 2016 DAWDF Expenditures* by Category** (in \$000s)

	FY 2014/2016 Funds Disbursed in FY 2016	FY 2015/2017 Funds Disbursed in FY 2016	FY 2016/2018 Funds Disbursed in FY 2016	All Disbursements Total FY 2016	%
Training & Development	\$134,678.8				
-----		\$3,269.1	\$0.0	\$142,447.9	42.2%
DAWDF Funds Reprogrammed***	\$4,500.0				
Retention & Recognition	\$22,438.0	\$876.0	\$0.0	\$23,314.0	6.9%
Recruiting & Hiring	\$125,457.2	\$2,250.4	\$0.0	\$127,707.7	37.9%
Undistributed and Admin Disbursements*	\$35,114.8	\$8,721.6	\$0.0	\$43,836.4	13.0%
****Total	\$322,188.9	\$15,117.2	\$0.0	\$337,306.0	100.0%

*Disbursement actions subject to normal reconciliation processes between Treasury and Department/Component accounting records and may include recoveries of prior year expenditures.

**The DAWDF has 3 categories: (1) Training & Development; (2) Retention and Recognition; (3) Recruiting and Hiring

***For the purposes of reporting use of the funds, the \$4.5 million is reported as a DAWDF disbursement

****Numbers may not add due to rounding.

Figure B2 – FY 2016 DAWDF Expenditures* by Component (in\$000s)

	FY 2014/2016 Funds Disbursed in FY 2016	FY 2015/2017 Funds Disbursed in FY 2016	FY 2016/2018 Funds Disbursed in FY 2016	All Disbursements Total FY 2016	%
Army*****	\$61,393.2	\$9,621.3	\$0.0		
-----				\$75,514.5	22%
**DAWDF Funds Reprogrammed	\$4,500.0	\$0.0	\$0.0		
Navy	\$100,079.0	\$1,115.7	\$0.0	\$101,194.7	30%
Air Force	\$43,047.5	\$1,012.0	\$0.0	\$44,059.5	13%
Defense-Wide***	\$25,713.1	\$35.4	\$0.0	\$25,748.6	9%
DCMA	\$16,112.2	\$0	\$0.0	\$16,112.2	5%
DCAA	\$20,286.7	\$0	\$0.0	\$20,286.7	6%
DAU	\$51,462.4	\$2,813.4	\$0.0	\$54,275.8	16%
Administrative*	-\$405.3	\$519.3		\$114.0	<0.1%
****Total	\$322,188.9	\$15,117.2	\$0.0	\$337,306.0	100%

*Disbursement actions subject to normal reconciliation processes between Treasury and Department/Component accounting records and may include recoveries of prior year expenditures.

** For the purposes of reporting use of the funds, the \$4.5 million is reported as a DAWDF disbursement

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

****Numbers may not add due to rounding and may include recoveries of prior year expenditures.

*****Excluding Reprogramming, Army reports FY 2015/2017 disbursements of \$18.697.5K and all disbursements of \$85.622.1K.

Appendix B – Disbursements from the Fund

B. Undisbursed Balance Remaining in the Fund at the End of FY 2016
(Cumulative – See Note)

Figure B3 – Undisbursed Balance Remaining in the Fund at the end of FY 2016* (in \$000s)

	Cumulative Funds Received	Cumulative Funds Disbursed	% Disbursed	Undisbursed Balance
FY 2014-2016 Funds	\$584,806.0	\$420,181.4	71.6%	\$168,678.1
DAWDF Funds Reprogrammed	\$4,500.0	\$4,500.0	100.0%	\$0.0
FY 2015-2017 Funds	\$476,966.0	\$13,243.9	3.2%	\$463,919.3
FY 2016-2018 Funds	\$400,000.0	\$0.0	0.0%	\$400,000.0
***Total	\$1,466,272.0	\$438,565.5	29.9%	\$1,032,597.4

*FY 2014 – 2016 and FY 2015 – 2017 funds have statutory three-year availability and were carried over to fund FY 2016 requirements and may include recoveries from prior year expenditures.

** For the purposes of reporting use of the funds, the \$4.5 million is reported as a DAWDF obligation

***Numbers may not add due to rounding and may include recoveries of prior year expenditures.

Note: Figure B3 undisbursed balance numbers are derived from cumulative disbursements; for example, the FY 2014-2016 undisbursed balance is based on cumulative disbursements from FY 2014, FY 2015, and FY 2016.

Appendix C – Obligations and Disbursements by Component

A. FY 2016 Obligations Made from the Fund in FY 2016

Figure C1 – FY 2016 DAWDF Obligations by Component* (in \$000s)

	FY 2014/2016 Funds Obligated FY 2016	FY 2015/2017 Funds Obligated FY 2016	FY 2016/2018 Funds Obligated FY 2016	All Obligated Total FY 2016
Army****	\$61,078.4	\$31,357.8	\$0.0	\$92,436.2
DAWDF Funds Reprogrammed **	\$4,500.0	\$0.0	\$0.0	\$4,500.0
Navy	\$112,035.5	\$4,662.9	\$0.0	\$116,698.4
Air Force	\$46,993.9	\$1,293.6	\$0.0	\$48,287.5
DCAA	\$19,808.7	\$178.9	\$0.0	\$19,987.6
DCMA	\$47,958.0	\$0.0	\$0.0	\$47,958.0
DAU	\$71,166.0	\$3,948.0	\$0.0	\$75,114.0
DeCA	\$59.3	\$0.0	\$0.0	\$59.3
DIA	\$912.7	\$0.0	\$0.0	\$912.7
DISA	\$1,146.6	\$461.3	\$0.0	\$1,607.8
DLA	\$2,434.1	\$0.0	\$0.0	\$2,434.1
DMEA	\$74.9	\$1.4	\$0.0	\$76.3
DoDEA	\$130.6	\$0.0	\$0.0	\$130.6
DTRA	\$579.8	\$0.0	\$0.0	\$579.8
Joint Staff	\$2,591.3	\$0.0	\$0.0	\$2,591.3
MDA	\$5,235.0	\$0.0	\$0.0	\$5,235.0
NGA	\$2,488.9	\$153.2	\$0.0	\$2,642.1
NSA	\$9,031.2	\$3.1	\$0.0	\$9,034.3
OSD(AT&L)	\$11,483.9	\$0.0	\$0.0	\$11,483.9
OSD(CAPE)	\$1,102.7	\$0.0	\$0.0	\$1,102.7
SOCOM	\$203.3	\$0.0	\$0.0	\$203.3
DHA	\$145.8	\$0.0	\$0.0	\$145.8
USUHS	\$36.7	\$0.0	\$0.0	\$36.7
WHS	\$971.1	\$0.0	\$0.0	\$971.1
*** Total	\$402,168.4	\$42,060.1	\$0.0	\$444,228.5

* May include recoveries of prior year obligations.

**For the purposes of reporting use of the funds, the \$4.5 million is reported as a DAWDF obligation

***Numbers may not add due to rounding.

**** Excluding Reprogramming, Army reports FY 2015/2017 Obligations of \$26,907.8K and total obligations of \$93,453.3K.

Appendix C – Obligations and Disbursements by Component

B. FY 2016 Expenditures Made from the Fund in FY 2016

Figure C2 – FY 2016 DAWDF Expenditures* by Component (in \$000s)

	FY 2014/2016 Funds Disbursed FY 2016	FY 2015/2017 Funds Disbursed FY 2016	FY 2016/2018 Funds Disbursed FY 2016	All Disbursements Total FY 2016
Army****	\$61,393.2			
-----	-----			
DAWDF Funds Reprogrammed**	\$4,500.0	\$9,621.3	\$0.0	\$75,514.5
Navy	\$100,079.0	\$1,115.7	\$0.0	\$101,194.7
Air Force	\$43,047.5	\$1,012.0	\$0.0	\$44,059.5
DCAA	\$20,286.7	\$0.0	\$0.0	\$20,286.7
DCMA	\$16,112.2	\$0.0	\$0.0	\$16,112.2
DAU	\$51,462.4	\$2,813.4	\$0.0	\$54,275.8
DeCA	\$53.7	\$0.0	\$0.0	\$53.7
DISA	\$654.7	\$0.0	\$0.0	\$654.7
DLA	\$1,574.4	\$0.0	\$0.0	\$1,574.4
DMEA	\$74.3	\$0.0	\$0.0	\$74.3
DoDEA	\$144.8	\$0.0	\$0.0	\$144.8
DTRA	\$176.5	\$0.0	\$0.0	\$176.5
HQ PACAF	\$923.5	\$0.0	\$0.0	\$923.5
MDA	\$4,485.8	\$35.4	\$0.0	\$4,521.2
NGA	\$2,554.4	\$0.0	\$0.0	\$2,554.4
NSA	\$8,746.5	\$0.0	\$0.0	\$8,746.5
OUSD(AT&L)	\$5,143.8	\$0.0	\$0.0	\$5,143.8
OSD(CAPE)	\$408.3	\$0.0	\$0.0	\$408.3
SOCOM	\$167.2	\$0.0	\$0.0	\$167.2
DHA	\$145.2	\$0.0	\$0.0	\$145.2
USUHS	\$17.8	\$0.0	\$0.0	\$17.8
WHS	\$442.2	\$0.0	\$0.0	\$442.3
Administrative*	-\$405.3	\$519.3	\$0.0	\$114.0
*** Total	\$322,188.9	\$15,117.2	\$0.0	\$337,306.0

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

** For the purposes of reporting use of the funds, the \$4.5 million is reported as a DAWDF obligation

***Numbers may not add due to rounding and may include recoveries of prior year expenditures.

****Excluding Reprogrammed. Army reports FY 2015/2017 disbursements of \$18,697.5K and all disbursements of \$85,622.1K.