Department of Defense Acquisition Workforce Development Fund

2018 Annual Report

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

The estimated cost of this report or study for the Department of Defense is approximately $74,000 in Fiscal Years 2018 - 2019. This includes $24,000 in expenses and $50,000 in DoD labor.

Generated on 2019Mar08 RefID: C-C40F387

1. FY 2018 DAWDF Program Overview:

Senate Report 115-290, page 62, accompanying S. 3159, the Department of Defense Appropriations Bill, 2019, directs the Under Secretary of Defense for Acquisition and Sustainment to continue providing the annual Defense Acquisition Workforce Development Fund (DAWDF or "the Fund") Report. The DAWDF was authorized in the National Defense Authorization Act for Fiscal Year (FY) 2008 (Public Law 110-181), as title 10 United States Code section 1705, "to ensure the Department of Defense acquisition workforce (AWF) has the capacity, in both personnel and skills, needed to properly perform its mission, provide appropriate oversight of contractor performance, and ensure that the Department receives the best value for the expenditure of public resources."

The Defense Acquisition Workforce Development Fund (DAWDF) is a major resource for Department of Defense (DoD) acquisition leaders to *"Attract, Engage and Develop"* the 173,600 member defense acquisition workforce (AWF). The DAWDF represents approximately half of funding that the Department uses to *"Attract, Engage and Develop"* the workforce. The vision and strategic imperative remains the same - to create a high quality, high-performing, agile AWF that is empowered to deliver the best possible acquisition outcomes in support of the warfighter. Enabled by DAWDF, component acquisition leaders have made significant progress in AWF capacity and capability over the past decade. While the progress is good, the dynamic environment described in the National Defense Strategy requires more from the AWF to meet the demanding warfighting challenges of the future. To support this AWF readiness, acquisition leaders must prepare for the next generation workforce, engage the early career workforce, develop leaders (earlier), and move to modern talent management platforms and processes. DoD needs the DAWDF to address change and readiness. FY 2018 examples (see Highlights section of report): cyber education training seats made up 15 percent of the Services' training events - the Army used DAWDF to fund multiple cyber security training events to include the hands-on Technical Cyber Experimentation course; the Navy funded all command STEM outreach programs, the Air Force funded training for 880 Cyberspace Operations Support acquisition personnel; Marine Corps Systems Command developed a data analytics certification program in partnership with Cornell University; Defense Acquisition University provided agile training and workshops, workshops on Other Transaction Authority, 52 cyber security workshops, and 59 percent of all DAU training provided was cross-functional training.

The Department has demonstrated that it can fully execute DAWDF initiatives for core and emerging needs. DoD successfully executed the FY 2018 program at 99 percent; $497 million (M) of the total baseline $500M program. This continues the high execution rates of FY 2016 (92 percent) and FY 2017 (99 percent).

2. FY 2018 DAWDF Program Execution:

DoD uses the DAWDF in four initiative categories: Training and Development; Studies, Analysis and Tools; Recruiting, Retention and Recognition (3Rs) initiatives; and Hiring. For FY 2018, 59 percent of the DAWDF was used for training and development (54 percent in FY 2017), 2 percent for studies, analysis and tools (0 percent in FY 2017); 6 percent for recruiting, retention and recognition initiatives (4 percent in FY 2017); and 33 percent for hiring (42 percent in FY 2017). For FY 2018, DoD components reported 1.1M training and development events, 3.4 thousand recruiting, retention and recognition initiatives, 730 new hires and 1,652 sustained prior year hires.

Training and Development Initiatives

The FY 2018 DAWDF execution shows the overall component shifting to a greater emphasis on training and development. For FY 2018, 59 percent of the DAWDF was used for training and

development (54 percent in FY 2017). In FY2018, the Defense Acquisition University and DoD components used DAWDF to fund 1.1M training events (Figure 1). The Services used the DAWDF to fund 62,657 non-DAU training events. For non-DAU training events, the top three career fields receiving training were Engineering (18,587, 30 percent), Contracting (13,956/ 22 percent) and Information Technology (6,891/ 11 percent). Cyber Education training seats made up 15.1 percent of the Services' training events. DAU cross-functional training represented 59 percent (540,145) of total DAU training events. Supporting career-long learning, DAU provided 726,084 Continuous Learning/General Acquisition training seats which represents 79.1 percent of all DAU training events. Additionally, DAU developed 35 new training courses.

Developing acquisition workforce leaders is a high priority for DoD acquisition executives. In FY 2018 acquisition workforce members received 21,708 instances of leadership training. As an example, 1,587 early and mid-career Air Force, Army and 4th Estate acquisition workforce members received leadership training through the Acquisition Leadership Challenge Program which includes 2-3 day seminars on leading self, leading others and leading organizations. Components also used DAWDF for developing leaders through advanced education initiatives at various schools across the country, including Brookings Executive Education, Columbia University (Salt Lake City), Cornell University Data Analytics Certification Program, Darden School of Business at the University of Virginia, Duke University, Eckerd College, the Federal Executive Institute, Harvard Kennedy School of Government, Harvard Senior Executive Fellows - Eisenhower School, Massachusetts Institute of Technology, the Naval Postgraduate School, North Carolina State University- Textiles Technologies Certificate Program, Pennsylvania State University Executive Program, and others.

Figure 1 – FY 2018 DAWDF-Funded Training and Development Initiatives by Career Field

FY18 DAWDF Funded Initiatives by Supported Career Field (Without DAU)	Contracting	Engineering	Information Technology	Supported Multiple Career Fields	BUS-Financial Mgt	Program Management	Product Quality Management	Test & Evaluation	Life-Cycle Logistics	Facilities Engineering	Auditing	BUS-Cost Estimating	Small Business	Science & Technology	Purchasing	Industry Property Management	FY18 Total	FY18 %
Career Field/Competency Training Seats	35,552	17,868	11,437	5,108	9,621	3,495	3,632	2,831	1,799	1,103	1,439	398	1	175	1	113	94,573	58.66%
Leadership Training Seats	17,274	876	125	996	285	646	235	167	591	282	28	44	0	145	1	13	21,708	13.46%
Conferences/Seminars/Symposium Attendees	1,732	4,365	159	2,088	134	279	560	34	31	309	1	53	617	45	0	77	10,484	6.50%
CYBER Education Seats	4	5,376	3,487	0	3	715	0	59	6	0	0	2	0	5	0	0	9,657	5.99%
Continuous Learning/General Acquisition Training Seats	3,444	1,361	100	311	455	710	38	298	736	318	0	263	0	161	0	41	8,236	5.11%
Workforce Planning Initiatives	634	249	258	1,801	21	179	686	184	17	2	0	0	1	5	0	33	4,070	2.52%
Advanced Education Classes	332	505	16	54	23	92	14	46	126	160	237	97	0	6	26	2	1,736	1.08%
Co-Op/College Program Participants	222	1	0	32	1	19	0	0	0	0	0	0	0	0	0	0	275	0.17%
Rotational Assignments	62	58	0	0	0	7	6	2	5	8	0	1	0	0	0	1	150	0.09%
Competency Management Assessment Participants	50	62	12	0	8	15	1	2	0	0	0	0	0	2	0	0	152	0.09%
Training Courses Developed	70	0	0	1	0	2	0	0	0	0	0	0	2	0	0	0	75	0.05%
Other Training Initiatives	1,028	1,822	217	4,354	599	598	26	242	524	36	453	152	28	6	20	9	10,114	6.27%
Non-DAU Total	60,404	32,543	15,811	14,745	11,150	6,757	5,198	3,865	3,835	2,218	2,158	1,010	649	550	48	289	161,230	100.00%

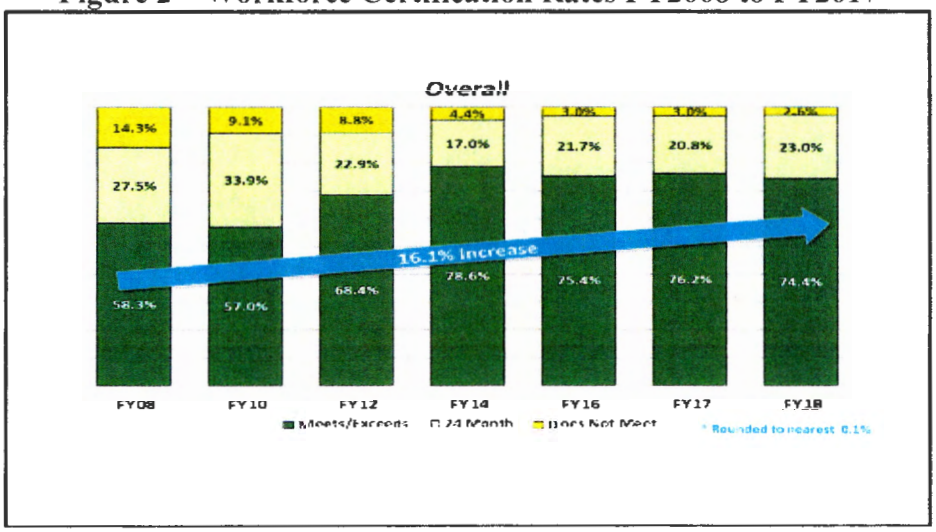
DAWDF Funded Initiatives by Supprted Career Field (DAU Only)	Supported Multiple Career Fields	Contracting	Engineering	Life-Cycle Logistics	Program Management	Product Quality Management	Test & Evaluation	BUS-Financial Mgt	Information Technology	Facilities Engineering	Purchasing	Science and Technology	BUS-Cost Estimating	Industry Property Management	Auditing	Small Business	FY18 Total	FY18 %
Continuous Learning/General Acquisition Training Seats	480,362	71,889	44,276	39,279	20,342	14,831	13,743	9,936	9,435	8,097	6,179	4,313	2,143	1,093	166	0	726,084	79.09%
Career Field/Competency Training Seats	59,783	29,858	22,236	20,901	19,914	12,157	5,146	6,215	5,537	4,545	1,286	1,732	1,667	423	510	0	191,910	20.90%
Training Courses Developed		9	3	7	8		1	5	1	1							35	0.00%
DAU Total	540,145	101,756	66,515	60,187	40,264	26,988	18,890	16,156	14,973	12,643	7,465	6,045	3,810	1,516	676	0	918,029	100.00%

Training Initiative	Supported Multiple Career Fields	Contracting	Engineering	Life-Cycle Logistics	Program Management	Product Quality Management	Information Technology	BUS-Financial Mgt	Test & Evaluation	Facilities Engineering	Purchasing	Science and Technology	BUS-Cost Estimating	Auditing	Industry Property Managemen	Small Business	FY18 Total	FY18 %
Total DAWDF	554,890	162,160	99,058	64,022	47,021	32,186	30,784	27,306	22,755	14,861	7,513	6,595	4,820	2,834	1,805	649	1,079,259	100%

One measure of AWF capability is whether acquisition members meet the certification requirements for their position. Certification requirements are established through a comprehensive, competency-based process. Functional Leaders establish Department-wide acquisition career field certification requirements using a joint team, which includes component subject matter experts. The certification standards (training, education and experience) are defined at three levels. As part of designating positions as acquisition, components assign an acquisition career field and the required certification level. Workforce members are required to meet the required position certification level within 24 months of being assigned to their acquisition position.

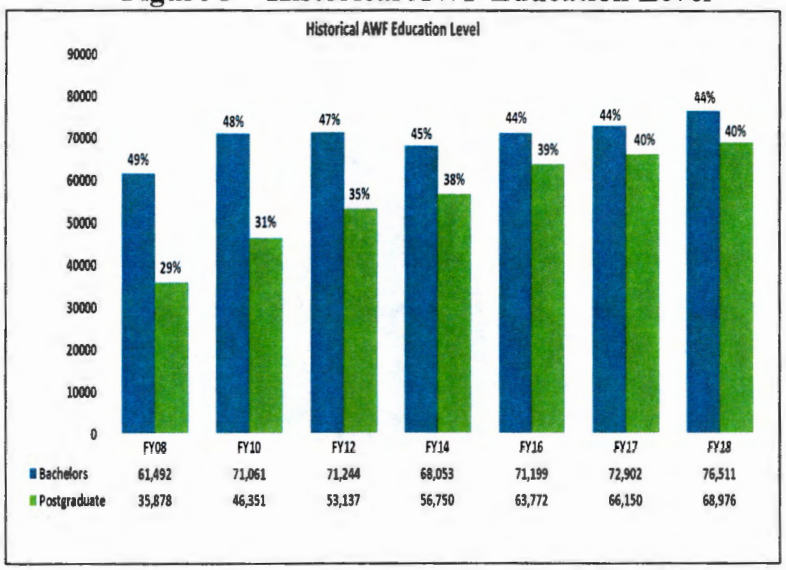
During FY 2018, DoD acquisition workforce certification rates, measured as meeting or exceeding position certification level requirements within policy timeframes, continued at a record high level. From FY 2008 through FY 2018, acquisition workforce certification levels (including those within policy timeframes) increased from 85.8 percent to 97.4 percent (Figure 2). The percent of workforce members not meeting position certification requirements, even with the increased size of the workforce, has declined from 14.3 percent in FY 2008 to 2.6 percent in FY 2018. Since FY 2013 the number of AWF members not meeting position certification requirements has decreased by more than half, from 10,053 to 4,491. This improvement was enabled by investing DAWDF to increase DAU's capacity to meet component training demand.

Figure 2 – Workforce Certification Rates FY2008 to FY2017



As part of continuous improvement of workforce capability and individual development, some in the AWF pursue advanced education levels using DAWDF-funded initiatives such as tuition reimbursement to fund advanced education classes. The funded graduate education enhances an individual's ability to support the mission of their acquisition organization. As noted in Figure 1, DAWDF was used to fund 1,736 advanced education classes, supporting increases in acquisition workforce education levels at the graduate and undergraduate level. Figure 3 depicts a 38 percent increase in AWF members with a postgraduate degree, increasing from 29 percent in FY08 to 40 percent in FY 2018.

Figure 3 – Historical AWF Education Level



Hiring Initiatives

In FY 2018, the DoD Services and component acquisition leaders used DAWDF to fund 730 new hires (82 percent of the planned 895) (Figure 2). These 730 new hires represented 5 percent of the 14,200 DoD new hires into the acquisition workforce in FY 2018. The 730 new hires consisted of 621 entry hires, 107 journeyman hires, one intern and one Highly Qualified Expert (HQE). The Services accounted for 79 percent of total DAWDF-funded new hires (76 percent in FY 2017). DCMA and DCAA accounted for 16 percent, with the remainder in other defense agencies. The top three new hire career fields were Contracting, Financial Management and Engineering (same as FY 2017), representing 64 percent of total hiring (72 percent in FY 2017). DAWDF new hires are funded for 2-3 years, before being transferred from DAWDF to other component funding (e.g., Operation & Maintenance). Transfers take place during the year of execution, based on when the individual was originally hired. While DAWDF-funded new hires make up only 5 percent of the total civilian AWF annual new hires, the DAWDF-funded hiring has allowed components to target hiring to critical skill and shaping needs. Figures 3 depicts the rebuilding of the workforce since FY 2008. Figure 4 depicts the successful reshaping of the workforce to more evenly distributed experience levels as shown by retirement eligibility. FY 2008 is contrasted with FY 2018 based on years to retirement eligibility. The improved distribution reflects better capacity of the mid-career workforce to succeed the senior career workforce, of which 54,000 are eligible or will be eligible to retire within five years.

Figure 2 – DAWDF-Funded FY 2018 Component Hires

Acquisition Workforce Career Field	Navy	Army	Air Force	DCAA	DCMA	Other Defense Agencies	Total	% of Total
Contracting	113	49	29	0	32	11	234	32.1%
Financial Management	22	73	33	0	0	0	128	17.5%
Engineering	58	0	36	0	0	13	107	14.7%
Auditing	0	1	0	75	0	0	76	10.4%
Life Cycle Logistics	34	0	10	0	0	4	48	6.6%
Prod, Qual & Mfg.	0	16	0	0	7	0	23	3.2%
Program Management	5	0	13	0	0	3	21	2.9%
Information Technology	3	2	13	0	0	2	20	2.7%
Cost Estimating	5	10	1	0	0	3	19	2.6%
Industrial Property	0	10	0	0	5	0	15	2.1%
Small Business	0	13	0	0	0	0	13	1.8%
Facilities Engineering	9	0	0	0	0	0	9	1.2%
Purchasing	0	9	0	0	0	0	9	1.2%
Other	1	0	5	0	0	1	7	1.0%
Test and Evaluation	1	0	0	0	0	0	1	0.1%
Science and Technology	0	0	0	0	0	0	0	0.0%
Total	251	183	140	75	44	37	730	100%

Figure 3 – Defense Acquisition Workforce Size FY2008 to FY2018

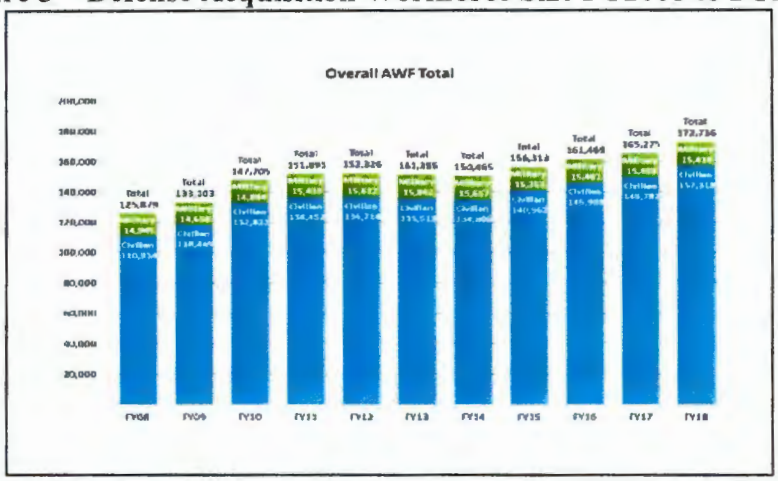
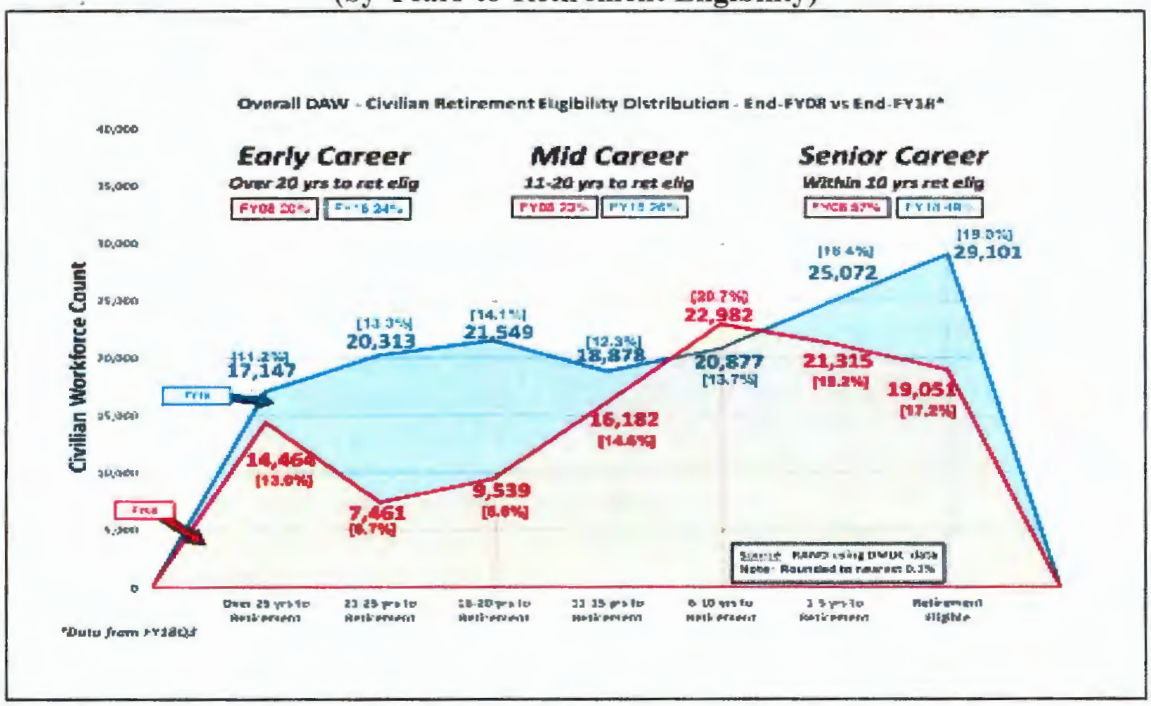


Figure 4 – Defense Acquisition Workforce Shape
By Early/Mid/Senior Year Group Distribution
(by Years-to-Retirement Eligibility)



Recruiting, Retention and Recognition Initiatives

DoD components conducted 3,390 DAWDF-funded Recruiting, Retention and Recognition (R3) initiatives in FY 2018 (Figure 5). DAWDF provides acquisition managers incentive tools in an environment of improving economy and private sector competition for talent. Contracting as a functional area benefited from 1,764 total Recruiting, Retention and Recognition initiatives, representing 52 percent of total uses, followed by the Engineering and Financial Management career fields at 21.8 percent and 11 percent respectively. Overall, retention incentives made up 53 percent of the total reported FY 2018

DAWDF-funded R3 activities. The Services reported a total of 1,576 DAWDF-funded Recruiting, Retention and Recognition (R3) activities in FY 2018. Army, Navy and Air Force conducted 72.6 percent of the Services R3 activities in two career fields: Engineering (702) and Contracting (442). Noted is that DoD acquisition workforce attrition was 8.4 percent in FY 2008 and has averaged 6.7 percent from FY 2009 through FY 2018, with a slight increase to 7.1 percent in FY 2018. Attrition decreased slightly (retention improved) from FY 2016 to FY 2018 for the early career contracting and financial management civilian workforce and has increased for engineering and other technical career fields. The Services also used DAWDF funds for 453 recruiting incentives (non-Student Loan) and 1,036 Student Loan Repayments (361 for recruiting, 675 for retention). Additionally, the Services reported 381 university/career fair/hiring event visits funded by DAWDF. The National Geospatial Intelligence Agency (NGA), National Security Agency (NSA) and the Defense Intelligence Agency (DIA) used DAWDF for retention incentives to mitigate the risk associated with the loss of critically trained and experienced contracting workforce members.

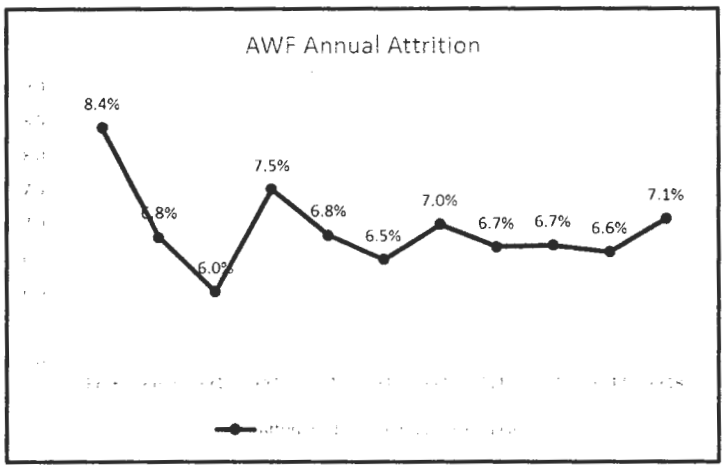
Figure 5 – DoD DAWDF Funded FY 2018 Recruiting, Retention, and Recognition Initiatives

FY18 DAWDF Use by Recruiting, Retention and Recognition Initiatives	Contracting	Engineering	BUS-Financial Mgt	Supported Multiple Career Fields	Science & Technology	Program Management	Life-Cycle Logistics	Test & Evaluation	Information Technology	Facilities Engineering	Product Quality Management	BUS-Cost Estimating	Small Business	Industry Property Management	Purchasing	Auditing	FY18 Total
Retention Incentive, Number Paid	867	3	252	0	0	0	0	0	0	0	0	1	0	0	0	0	1123
Student Loan Repayment, Retention, Number Paid	468	144	24	0	5	9	10	5	3	1	1	5	0	0	0	0	675
Recruiting Incentives, Number Paid	9	380	7	6	7	9	3	9	9	13	0	1	0	0	0	0	453
University/Career Fair/Hiring Event Visits	24	135	0	122	50	3	0	38	4	0	1	0	4	0	0	0	381
Student Loan Repayment, Recruiting, Number Paid	221	31	9	1	11	38	35	9	0	0	6	0	0	0	0	0	361
Recognition Awards, Number Paid	127	0	76	6	0	2	8	0	0	0	0	9	5	0	0	0	233
Relocation Incentives, Number Paid	22	22	2	1	1	8	4	2	3	6	1	0	0	0	0	0	72
PCS - Partial, Number Paid	8	9	0	0	0	0	1	0	2	0	10	0	0	3	0	0	33
PCS - First Duty Station Moves, Number Paid	2	15	0	0	0	0	1	0	2	0	0	1	0	0	0	0	21
PCS - Full, Number Paid	16	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	18
Marketing Materials Purchase Number	0	0	0	7	0	0	0	3	0	1	0	0	0	0	0	0	11
Other	0	0	0	4	0	0	5	0	0	0	0	0	0	0	0	0	9
DAWDF Total	1764	740	370	147	74	69	67	66	23	22	19	17	9	3	0	0	3390

FY18 DAWDF Use by Recruiting, Retention and Recognition Initiatives (Military Services Only)	Engineering	Contracting	Supported Multiple Career Fields	Science & Technology	Program Management	Test & Evaluation	Life-Cycle Logistics	BUS-Financial Mgt	Facilities Engineering	Information Technology	Product Quality Management	BUS-Cost Estimating	Auditing	Industry Property Management	Purchasing	Small Business	FY18 Total
Air Force	446	40	21	47	50	19	5	12	0	7	1	2	0	0	0	0	650
Army	227	177	0	25	9	38	10	23	1	3	1	5	0	0	0	0	519
Navy	29	225	73	0	5	0	38	6	20	5	6	0	0	0	0	0	407
Military Services Total	702	442	94	72	64	57	53	41	21	15	8	7	0	0	0	0	1576

FY18 DAWDF Use by Recruiting, Retention and Recognition Initiatives (Defense Agency, Other Only)	Contracting	BUS-Financial Mgt	Supported Multiple Career Fields	Engineering	Life-Cycle Logistics	Product Quality Management	BUS-Cost Estimating	Small Business	Test & Evaluation	Information Technology	Program Management	Industry Property Management	Science & Technology	Facilities Engineering	Auditing	Purchasing	FY18 Total
NSA	570	324	0	0	8	0	9	0	0	0	2	0	0	0	0	0	913
NGA	631	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	631
DCMA	11	0	51	10	0	11	0	0	6	2	0	3	2	1	0	0	97
Other	110	5	2	28	6	0	1	9	3	6	3	0	0	0	0	0	173
Defense Agency/Other Total	1322	329	53	38	14	11	10	9	9	8	5	3	2	1	0	0	1814

Figure 6 – DoD Acquisition Workforce Attrition FY 2008 through FY 2018



3. FY 2018 DAWDF Highlights:

The following FY 2018 highlights are a part of inputs provided by DAWDF users.

Department of the Army Highlights

Office of the Deputy Assistant Secretary of the Army for Procurement (ODASA-P)

In FY 2018, the Office of the Deputy Assistant Secretary of the Army for Procurement used DAWDF to expand and improve training and knowledge to approximately 3,900 Army Contracting Enterprise professionals (targeting Job Series 1102/1101/51C) across the globe. Army integrated its Knowledge Management Portal with the Virtual Acquisition Office (VAO) and made it available to all Army users across the acquisition community. Leveraging over 50,000 pieces of content and training focused on all topics related to federal acquisition, the VAO curates samples, templates, checklists and notifies the Army contracting enterprise of important changes to the Defense Federal Acquisition Regulation Supplement (DFARS) and Federal Acquisition Regulation (FAR). The VAO allows the creation of webinars, case studies, learning paths, publications, and other job aids to support the Army Acquisition Workforce.

The Army Director, Acquisition Career Management (DACM) Office:

As the proponent for the Army Acquisition Workforce (AAW) enterprise, the Army DACM Office used DAWDF to support strategic initiatives as detailed in the five major goals of the AAW Human Capital Strategic Plan (HCSP). In particular, the Army DACM Office used the AAW shaping/planning goal to pilot an AAW Recruitment Cell. This cell is testing the concept of centralized recruitment of AAW professionals and as a result achieving greater efficiencies in hiring processes. In FY18, the Cell increased Human Resource support services to accommodate the full HR recruitment lifecycle (classification through Entry on Duty), implemented the Secretary of the Army's 60-day hiring goal, and leveraged Direct Hiring and Expedited Hiring Authorities as the preferred recruitment authorities with the cell. Because of DAWDF, this cell has reduced hiring timelines from 130 days to 78 days – well on the way to reaching the 60-day goal. This initiative has been so successful, that the AAW Recruitment Cell 60-day model with milestones is being used as a best practice for all Civilian Personnel Authority Centers across the Army.

Deputy Assistant Secretary of the Army for Plans, Programs and Resources (DASA-PPR)

The Deputy Assistant Secretary of the Army for Plans, Programs, and Resources used DAWDF funding to host eleven certified acquisition professionals from across Program Executive Offices (PEOs) to gain competencies working strategic issues at Headquarters. The cohorts were given experience in strategic analysis and Planning, Budgeting, and Execution (PPBE) resulting in the procurement of equipment for the Warfighter.

DAWDF funding also enabled the Audit Readiness Directorate to train over 600 personnel in the areas of audit readiness and fiscal accountability. The training will ensure the 14 PEOs will be compliant with Congressional mandate (P.L. 111-84 Sec. 1003) and thus FY 2018 audit-ready. Existence and Completeness Testing was conducted at all PEOs to identify gaps in internal controls and business processes related to General Equipment.

Army Office of Small Business Programs (OSBP)

The Office of Small Business Programs used DAWDF funding to train 525 acquisition personnel in FY 2018, providing 4,218 Continuous Learning Points (CLPs) for acquisition professionals. The training included four developmental assignments. The developmental assignments provided GS-13s with leadership development opportunities and soft skill training in staff work.

DAWDF funded one candidate to re-write the Army Federal Acquisition Regulation Supplement (AFARS), Part 5119, Small Business Programs, in support of the National Defense Strategy (NDS) and Army OSBP Strategic Plan 2018-2022. Two other DAWDF-funded developmental assignment candidates worked with the Army's Mentor-Protégé (MP) Program to reconcile and close out old mentor-protégé agreements and manage the technology transfer between mentors and protégés in active ones. These efforts support the National Defense Strategy reform line of effort and the Army OSBP goal of supporting Army's modernization program.

Additionally, the Army OSBP Director testified before Congress in FY 2018 about subcontracting compliance. During his testimony, he committed to conducting subcontracting compliance training. To that end, 72 acquisition professionals from USACE and AMC in Huntsville, Alabama (66 x Contracting, 3 x Program Management, and 3 x Engineering) and 300 contracting professionals at the NGB Acquisition Summit in Nashville, Tennessee received this training. This subcontracting compliance training supports the Army OSBP's Strategic Plan 2018-2022; specifically, it supports the operational goal of increasing the number of small businesses participating in Army subcontracts.

Army Evaluation Center (AEC)

Army Evaluation Center (AEC) used DAWDF to send two survivability evaluators to SANS SEC 503 (Intrusion Detection In-Depth) training. The evaluators gained knowledge of the most up-to-date computer network defense essentials. This training addresses a critical need of sustaining state-of-the-art cybersecurity knowledge for the Army. This enabled AEC to ensure the cyber survivability of future mission essential warfighting systems for cyber defense and Army intelligence will be known and communicated to Army leadership when making fielding decisions. This training addresses a critical need of sustaining state of the art cybersecurity training for the Army. One of the evaluators was subsequently promoted to a Technical Director position and will use this knowledge to ensure the cyber survivability evaluations of all future Army Mission Command systems are conducted in accordance with AEC standards.

Aberdeen Test Center (ATC)

Aberdeen Test Center (ATC) leveraged DAWDF to enhance design engineering's software proficiency at parametric solid modeling, advanced drawing and analyzing complex designs for

development and fabrication. DAWDF enabled ATC to institute software commonality and standardize engineering methods in support of critical DoD testing programs. As a result, ATC observed significant improvements in design intent and productivity, a reduction in errors, and mitigated risk of design fatigue or material failure, thus, enhancing workforce engineering excellence, safety, and test mission readiness.

Army White Sands Missile Range (WSMR)

White Sands Missile Range (WSMR), part of the Army Test and Evaluation Command, leveraged DAWDF to enhance Missile Flight Safety (MFS) Officers and Engineers. Funded courses were critical to the function of Flight Safety Engineering. Funded training was also critical to certify MFS staff to perform assigned functions in the testing and qualifying of the FTS ordnance, thereby ensuring safe open air test conduct at WSMR.

U.S. Army Medical Command (MEDCOM)

MEDCOM-funded DAWDF training courses better enabled the Army Acquisition Workforce to stay current with regulatory, U.S. Food and Drug Administration (FDA), contracting, cybersecurity, and industry best practices and to improve their leadership skills. The MEDCOM hired eleven interns and journeymen in the Contracting and Science and Technology (STM) career fields. In addition, the MEDCOM received additional labor funding and hired five Army Acquisition Workforce members in the STM, Program Management, and Business Financial Management career fields. MEDCOM also used DAWDF to recognize and award 24 MEDCOM Army Acquisition Workforce professionals who accelerated FDA approval of several products and canceled one year of unliquidated obligations for MEDCOM totaling over $6.6M.

Army Research Development & Engineering Command (RDECOM), Aviation & Missile Research, Development & Engineering Center (AMRDEC)

RDECOM AMRDEC used DAWDF to send a Flight Test Engineer (FTE) to the U.S. Naval Test Pilot School. The FTE developed in-depth skills and knowledge for conducting flight tests related to Future Vertical Lift and other Science and Technology projects. Additionally, the Army's Joint Multi-Role (JMR) Technology Demonstrator program used DAWDF to train Army personnel in preparation for combined Army / Industry flight testing of advanced, high-speed, experimental rotorcraft. Test pilots and FTEs received training in V-22 tiltrotor and complex fixed wing aircraft at the U.S. Naval Test Pilot School. JMR personnel also trained side-by-side with industry in their classrooms, flight simulators, and data telemetry rooms. The supplemental training has contributed significantly to the highly successful combined flight testing of JMR demonstrator aircraft. For example, DAWDF funded Army engineers trained on contractor-proprietary software to monitor test parameters in real time and remotely access telemetry databases for subsequent analysis resulting in reduced developmental, acquisition, and operational risk.

Department of the Navy Highlights

The Department of the Navy utilized DAWDF to continuing on the path to Build a Workforce to Compete and Win in the 21st Century. The AWF ensures a technological edge for our military, while balancing cost, schedule, and risk, in the context of growing legislation, regulations, and policies. This requires tens of thousands of individual decisions on a daily basis. Experienced acquisition professionals know how to work in the defense marketplace, understand the technical issues, stay within the guiding regulations and navigate a myriad of relationships central to acquisition success. In order to achieve that goal, the Department leveraged DAWDF to increase professional and technical excellence in all career fields through but not limited to advanced degrees, training certifications, job rotations including with our industry partners, and "hands-on" experiences.

Naval Air Systems Command (NAVAIR), College of Program Management (CPM)

DAWDF funding provides the College of Program Management the ability to further enhance the Program Management knowledge base across NAVAIR. With NAVAIR's specific mission in mind, CPM provides training and resources for acquisition processes and best practices and tools (as applied in the NAVAIR environment) to support future Naval Aviation mission requirements, overcome challenges and continue delivering capability to the fleet. The majority of CPM courses are instructed by former senior integrated team leads (IPTLs) with both military and extensive NAVAIR experience, combining their system command knowledge with real world experiences. CPM completed 68 class offerings across all NAVAIR sites, resulting in 630 participants. Students reported a 46 percent increase in knowledge, on average, upon completion of a CPM course.

AIR-2.0

The contracting career field used DAWDF to enable NAVAIR to hire personnel to strategically rebuild and reshape the workforce. NAVAIR relies on a constant infusion of interns to minimize attrition impacts, especially in positions which are hard to fill due to the specialized field and certification requirements. For example, in FY 2018, recruitment funds were used successfully at Naval Air Warfare Center Training Systems Division to meet a critical engineering requirement.

NAVAIR offered student loan repayments to highly encourage and positively influence the contracts workforce, helping to sustain the workforce and positively impact NAVAIR's attrition rate. DAWDF funds were used for relocation incentives for seven current government employees to meet critical contracting requirements (57 percent increase). The Contracts Competency career field had 71 participants (56 percent repeat participants) in the Student Loan Repayment Program (SLRP) during FY 2018. Through more focused attention at the national level, all contracts sites are now actively utilizing this program and would expect it to grow in FY 2019 given the large number of hires added to the organization utilizing expedited hiring authority.

Naval Sea Systems Command (NAVSEA)

The Logistics Competency used DAWDF to provide eleven individuals the opportunity to attend the Duke Leadership Program. This program is part of the NAVSEA Acquisition Logistics Executive Development Program and provides a broadened industry focus via the Executive Leadership Course at Duke University. The program develops a talent pipeline to fill key leadership and mission critical positions at the GS14/15 and equivalent levels within the Logistics Enterprise, and develops leaders who will be able to compete for Senior Executive Service (SES) positions.

DAWDF was also used to send 31 acquisition employees to the Navy Capitol Hill providing insight into to how decisions are made and their basis. This training enhanced the development of NAVSEA's Program Objective Memorandum (POM) Issue Papers that impact acquisition and sustainment. This opportunity will enhance employees' skill sets to justify budgets for Sponsors from varying OPNAV Sponsors such as N95, N96 and N1.

NAVSEA is engaged in multiple Science Technology Engineering and Mathematics (STEM) outreach efforts at all command locations. DAWDF funded all the commands STEM programs in FY 2018 at over $3.2M. DAWDF funded students at Morgan State University Masters of Engineering degree with a focus on Cyber Engineering. Candidates were hired as entry-level employees by Navy Warfare Centers using Direct Hire Authority, worked throughout the summer of 2018, and attend Morgan State for long term training. Naval Warfare Center HQ provides tuition, books and salary with employees sign a continued service agreement of 3 years to their sponsoring facility. These students enhanced the Naval Warfare Center's workforce diversity through active engagement with Historically Black Colleges and Universities/ Minority Institutions (HBCU/MI) students and faculty. The graduation percentage is 95

percent and the retention percentage is 98 percent. Finally, DAWDF funded 49 college recruiting events for over $1M to recruit college graduates at various universities and colleges.

Space and Naval Warfare Systems Command (SPAWAR)

DAWDF enabled SPAWAR to develop an additional eight Risk Management Framework (RMF) courses and update the RMF 101 Course, the Functional Security Control Assessor (FSCA) Course, and the SPAWAR Navy RMF Risk Assessor/Technical Area Expert (TAE) Course. DAWDF supported development and updates to these courses and administration of an additional two sessions of the FSCA Cybersecurity Technical Warrant Holder Overview Training with Flag-SES leaders. Over 13.5K SPAWAR RMF computer-based training (CBT) courses have been completed. The Navy Qualified Validator (NQV) CBTs contributed to the approval of an additional 809 credentialed NQVs in FY 2018.

Naval Supply Systems Command (NAVSUP)

DAWDF also positively impacted NAVSUP's contracting community which produces over 40 percent of the Navy's contracts and is the second largest acquisition career field. NAVSUP went through a significant and time-constrained restructuring of the organization which resulted in the elimination of one of their Echelon III activities. DAWDF funds provided 25 impacted employees the opportunity to take FAR Bootcamp, the foundational knowledge for the DoD contracting pipeline. Interested employees were detailed to the Contract Specialist job series in effort to fill NAVSUP Contracting vacancies and assist impacted employees with a new career path. As a result of the NAVSUP re-alignment, DAWDF funded PCS and relocation incentives for AWF members whose positions transitioned from San Diego, CA to Mechanicsburg, PA. Additionally, Permanent Change of Station (PCS) moves were dedicated to filling critical Contracting positions overseas. NAVSUP's Contracting mission would not be able to be carried out without this valued DAWDF funding.

Marine Corps System Command (MCSC)

Marine Corps System Command, through the application of DAWDF, partnered with Cornell University to implement a Data Analytics Certification Program. This capability addressed the capability skill gap for meeting future challenges such as industry consolidation, decreasing budgets, agile threats, and predictive responses. This program provided the knowledge and capability to securely leverage the data and analytics from assets of the USMC's enterprise to enhance their combat capabilities, increase their operational efficiencies, improve the ability to make evidence-based decisions, and most importantly, the workforce will be able to design more cost effective sustainment plans.

Department of the Air Force Highlights

The Air Force obligated 100% of its original FY 2018 program, $82.5M, plus an additional $3.3M provided in 4th Quarter FY 2018 from other under-executing accounts and $120K on behalf of the Joint Staff in support of its joint training initiative. Top Air Force DAWDF priorities were to continue fully funding the enduring education and formal training initiatives, dedicating as much funding as possible to recruiting and outreach efforts, and sustaining a small increase to the recent graduate program.

Training & Education: *Formal training:* The Air Force was able to fully fund delivery of existing formal acquisition training courses and workshops provided by the Air Force Institute of Technology's School of Systems and Logistics. In addition, we leveraged the Air Force Institute of Technologies Engineering Cyber Lab for the development of new courses in areas such as: Cyber Risk (Avionics Vulnerability Assessments), Cyber Test, Trusted Systems & Networks, Platform IT assessments, Agile Software Development, Cyber Security, and Software Data Rights. Overall, The Air Force Institute of Technology provided 167 course offerings, mostly on-site at

acquisition locations, training over 3700 students, while also providing an additional 45 online courses which were completed by over 6000 students. The Acquisition Leadership Challenge Program, an acquisition focused portfolio of leadership courses, remained active with 645 AF attendees.

Education: Air Force Acquisition Workforce members had access to very robust Advanced Academic Degree and Acquisition Civilian Tuition Assistance programs. Our Advanced Academic Degree program provided full funding for four acquisition workforce members to attend the University of Tennessee's Aerospace and Defense Masters in Business Administration degree program, sharing this experience and working projects with students from other government agencies and students working in the aerospace industry. Ten students from the cost estimating and contracting career fields attended Naval Post Graduate School degree programs. In addition, we provided a program focused on our Scientist and Engineering communities, offering funding for a second Master's or Doctorate degree in either a technical or business discipline. This DAWDF funded program supported a total of 16 students this past year, both part and full time, pursuing thirteen Doctorate and three Masters Degrees. The Acquisition Civilian Tuition Assistance program afforded workforce members the opportunity to attend up to two college courses per semester in order to meet the statutory target for business hours required to attain membership in the acquisition corps in addition to supporting acquisition workforce members pursuing their first Bachelor or Masters Degrees. DAWDF funds enabled the accomplishment of over 5,090 individual course offerings for members across the entire breadth of the acquisition work force. To ensure funded education was in line with individual career field competency goals, each student requesting funding provided an education degree plan to their functional career field team for approval. Lastly, in order to provide college level courses short of attaining a degree but meeting functional competency requirements, the Air Force Institute of Technology developed certificate programs in both Test & Evaluation and Systems Engineering. This year 40 workforce members completed the requisite courses and were awarded educational certificates. Funding tuition enhances the overall education level of our acquisition workforce in support of the National Military Strategy's tenant of cultivating workforce talent. We view the ability to offer paid tuition as a critical piece of our employee value proposition as we compete for and strive to retain top talent.

Cyber Education Hub: In order to enhance the delivery of training to meet customer time and accessibility demands in the fast paced world we live in, the Air Force is investing in the development of a "cloud" based content delivery application. We recognized the value of this for enhancing the development of acquisition professionals and have teamed with the Air Force Institute of Technology to accelerate development of this capability. This application will not only enhance the delivery and accessibility of content, it will provide the workforce a tool to accomplish real time knowledge sharing, enhancing productivity and capability across the workforce. The pilot will focus on the cyber workforce and will quickly expand to a capability available to the entire acquisition workforce.

Continuous Learning: Decentralized continuous learning opportunities were provided for 966 AF acquisition professionals. Engineers took classes from local universities in technical areas such as aero-elasticity, structural composites, open systems architecture, and root cause analysis. Financial Managers used funds to send subject matter experts to the field for on-the-job training

workshops. Contracting professionals took classes to learn strategies, tactics and negotiation techniques. Topics included the tactical side of competitive negotiating, the innovative and cooperative style of negotiating, as well as appropriations law. Contracting professionals also benefitted from additional training opportunities in contingency contracting; both by sending select students to class, and by bringing subject matter experts from the Air Staff to instruct large numbers of students.

Incentives and Recruiting-Outreach: In order to meet the demands of our Nation, the National Defense Strategy and our Air Force priorities, we must have a highly skilled and talented acquisition workforce. In the modern talent marketplace competition for technical talent is fierce and we have made a strong investment in utilizing the authorities and tools available to compete for talent across the acquisition workforce. Being able to provide an attractive employee value proposition is critical with the current competitive environment. Financial hiring incentives such as recruitment bonuses, student loan repayment, in concert with our Advanced Academic Degree and Civilian Tuition Assistance programs were a key addition to Department wide resources such as the Thrift Savings Plan, Federal Employee Retirement System, and other benefits. DAWDF resources allowed our hiring agencies to enhance their ability to compete for talent. 427 hiring incentives and 96 student loan repayment incentives were used by Air Force Materiel Command to attract high-quality candidates to high-demand, critical skills in aerospace/electronics/software engineering, computer science, logistics, finance, cost estimating, and business. Incentives helped level the playing field when competing with entry-level industry salaries which are, on average, 30% higher than what the Air Force offers.

A key enabler in our competition for talent is our ability to provide a widely recognized brand across many platforms; social media, print advertising, radio advertising and the web. We have teamed with the Air Force Personnel Center to brand the Air Force Civilian Service and utilize this brand across the acquisition community in support of our acquisition recruiting goals. In addition, we have strengthened the Air Force Civilian Workforce Talent Acquisition Team, providing resources and tools that are enhancing their ability to accelerate and strengthen external hiring. The Air Force Life Cycle Management Center and the Space and Missile Systems Center have used recruiting fairs to support their external hiring efforts. Utilizing the strength of our DAWDF resources, they have executed events using on-line pre-registration, online splash pages, social media awareness campaigns, external print and radio advertising, graphics, standard process flow and trained human resources experts well versed in execution of these types of events. These fully supported hiring events included: recruitment, interview, candidate selection, pay/incentive negotiation and approval, initiation of e-QIP investigation, fingerprint collection, and the issuance of an Intent to Hire Letter. All of this occurs on-site and in rapid succession with many of the candidates receiving the intent to hire letter that same day. This shift in tactics has increased AFLCMC's use of Expedited and Direct Hiring Authorities by 47% and decreased the average time between identifying a hiring need and a candidate reporting for duty by 65%; in some cases up to 92%. These successes are truly due to the individuals who are planning and executing the events but one of the critical enablers is the ability to leverage the various resources provided by the DAWDF.

Hiring: The Air Force continued the use of DAWDF to hire recent graduates through the centrally managed Palace Acquire (PAQ) program as a part of our overall force renewal strategy. FY18

hiring was concentrated on the science and engineering, financial management, contracting, logistics and cyber/software/computer science career fields. In addition to sustainment of the 637 people hired in 2015-2017, in FY18 there were 140 recent graduates hired, and 173 were outplaced to permanent positions from the previous year groups. This strong infusion of young talent has enabled the Air Force to reshape the distribution of acquisition workforce members along the years to retirement spectrum. This re-shaping has put us in the position of having a strong pool of talent to develop across the career spectrum in order to meet future leadership needs.

Defense Acquisition University (DAU) Highlights

DAU - Acquisition Learning Delivery

DAU has used DAWDF funds to provide enhanced training and development to the acquisition workforce. The workforce has increased in size 34 percent since 2008 when DAWDF was introduced and 13 percent over the last five years. DAWDF funds have enabled DAU to successfully meet this growing demand as evidenced by workforce certification rates of 97 percent (either meet/exceed requirements or within 24 months of certification), up from 58 percent in 2008.

DAU - DAWIA Certification and Continuous Learning

DAU provided the foundational acquisition knowledge to help the Defense acquisition workforce give the Warfighter a decisive edge. DAU graduated 191,910 students from online and resident courses in FY 2018. Additionally, there were 726,084 Continuous Learning (CL) Modules completions in FY 2018. Collectively these learning assets helped improve DAWIA certification rates and promoted acquisition currency by assisting workforce members in meeting their requirements for 80 continuous learning points every two years.

DAU - The College of Contract Management (CCM)

CCM develops and delivers training focused on the specific job skills required by the personnel of the Defense Contract Management Agency. To date the CCM has fielded 42 online and classroom courses, including seven in FY 2018 (19 classroom; 23 online). Approximately 42,500 personnel have graduated from CCM courses to date. In FY 2018, CCM graduated 11,500 students.

DAU - Congressional Training Mandates

The FY 2018 National Defense Authorization Act contained numerous mandates related to DoD acquisition, several of which impacted DAU. DAWDF funding enabled DAU to meet the following training requirements established by Congress:

- As required by Section 850 DAU developed training in commercial items procurement, to include establishing a comprehensive training program on part 12 of the Federal Acquisition Regulation (FAR) Part 12.
- DAU also established a training course on agile or iterative development methods (Section 891) to provide training for personnel implementing and supporting these pilot programs. DAU also provided an Agile Workshop for the Distribution Standard System Portfolio group within the Defense Logistics Agency. The workshop addressed the fundamentals of Agile, Scrum Framework, planning, estimation techniques, and metrics.
- In support of Congressional and Secretary of Defense emphasis on increasing the speed of acquisition, DAU offered numerous workshops on Other Transaction Authority. These workshops provide program office personnel with in-depth insight into how to use the various authorities available to them, and have been heavily attended. DAU also developed a supplemental briefing on the facilitation of Other Transaction Authority agreements for the PMT 360 Program Management Office course.

- Cybersecurity: In FY 2018, DAU developed 4 cybersecurity workshops, and delivered 52 standardized workshops to field organizations, as well as conducted 2 cybersecurity symposiums: DAU West's Acquisition Training Day and DAU South's Acquisition Symposium. Additionally, DAU provided direct support to the Joint Air-to-Surface Standoff Missile Program Office. The DAU team reviewed the draft cybersecurity strategy and discussed any statutory requirements the program faces.
- Requirements Management: With support from DAWDF, the Requirements Management Center within the Defense Systems Management College (DSMC) focused on two high-priorities this year:
    - Through just-in-time training and tailored workshops/consulting: DAU delivered tailored Requirements Management Course 403 (RQM 403) Requirements Executive Workshops, for 29 GOs/FOs/SESs early in their tenure; graduated 312 Requirements Managers and supported just in time online learning for 7,264 acquisition workforce members.
    - DAU performed a comprehensive update of the entire Requirements Management Certification Training program. DAU also increased just-in-time learning through new modular lessons which emphasized critical thinking through decision making exercises and simulations. In addition, RQM 403 coursework was updated to include discussion modules on NDAA sections 801, 804, and 809 and opportunities offered for improved collaboration between requirements and acquisition leaders.

DAU - Curriculum Development

. In FY 2018, DAU deployed 12 new learning content assets to meet the emerging needs of the workforce as directed by Congress and career field functional leaders:

1. ACQ255 - Services Acquisition Management Tools
2. ACQ415 - Strategic Interface with Industry
3. BCF110 - Fundamentals of Financial Management
4. CLC067 - Mentoring the Acquisition Workforce
5. CLE081 - Software Assurance Awareness
6. CLE083 - Information Technology Service Management
7. CLE085 - STAT in Test & Evaluation
8. CLM052 - Developing Stakeholder Engagement
9. CLM090 - Sustainable Military Facilities
10. ENG201 - Applied Systems Engineering in Defense Acquisition, Part 1
11. LOG100 - Life Cycle Logistics Fundamentals
12. PBLJST - PBL Assessment JST Production

DAU - Modernized Online User Experience

The use of DAWDF funds to enhance DAU's online presence supports the emerging learning needs of the DAW, helping to give the Warfighter a decisive edge.

- New Learning Management System (LMS): The new LMS project was initiated and launched and has met all major milestones. The new LMS is live and provides a cost-effective infrastructure to improve delivery and management of online training.
    - Enhanced DAU.mil Content and Search Capability: With DAWDF funding, DAU developed 35 job support tools that are now available on the DAU website to assist acquisition workforce members in the daily performance of their duties, to include:
        - The DAU Contracting Subway Map, which provides a color-coded visual representation of each element of the acquisition contracting process and connects to articles, tips and tools to enhance on-the-job decision making ability for each element and reduces the amount of time spent searching for information.
        - The Desk Reference for PMO Situational Awareness provides program office personnel with an informal collection of best practices related to phases of the acquisition life cycle.

        - The Performance Based Logistics (PBL) tool guides logistics workforce members through a series of prompts to help determine a program's PBL maturity level.
- Accelerating Innovation: DAU was called on by USD (A&S) to support the "Reform Accelerator."
    - Outputs include:
        - A fully updated DoD Other Transactions Guide
        - DAU-led H4D project using Army TARDEC team to solve a problem of how to better transfer lessons learned and best practices;
        - A web-based solution to initiate a statutory Acquisition Policy digitization effort;
        - A platform for crowd-sourcing (feedback) to collect acquisition workforce ideas; and
        - A transformed approach to replace an outdated "reading list" concept to better foster continuous learning.

DAU - Services Acquisition Workshops

DAU conducted a total of 57 Services Acquisition Workshops (SAWs), training 617 personnel during FY 2018. A SAW is a facilitated workshop built around a specific acquisition of services and its multi-functional integrated product team (MFIPT). The workshop walks the MFIPT through the service acquisition process from beginning to end, as detailed in the Defense Acquisition Guidebook, Chapter 10, Acquisition of Services.

The total contract dollar value for services contracts procurements that the SAWs supported was $67.7 billion of contract value. Examples include Navy Seaport NxG, $5 billion contract; Air Force National Security Engineering Center FFRDC, $5 billion contract; and Turkey & Spain Base Operations and Maintenance, $800 million contract. SAW participants have provided feedback that these workshops significantly reduce the time to draw up requirements and make the contract award, enhance contractor understanding of what is required, and allow the government to be more effective in holding the responsible for achieving required performance.

DAU - Improved Functional Proficiency of Key Acquisition Leaders

The Hacking for Defense (H4D) learning model pairs students with real world problems; students "learn by doing" – they solve their assigned problem using Lean Startup methods. H4D fosters design thinking and critical behaviors of innovation in a classroom environment. In August 2017, the Section-809 Panel asked DAU to investigate the utility of H4D to inculcate behaviors that can improve acquisition outcomes. In September 2017, DAU sent a professor for H4D certification for Educators. DAU then ran a five-week pilot within PMT-401 Program Manager's Course.

DAU - Key Leader Development Program:

The Key Leadership Development Program (KLDP) was designed, developed and delivered through three phases. Each phase was ten weeks of training over a ten-month period graduating 24, 27 and 28 students in FY 2016, FY 2017, and FY 2018 respectively. The learning outcomes are: improve critical thinking for acquisition workforce key leaders, improve functional proficiency of key leaders to assist in managing complex programs, hone leadership and teamwork skills of key leaders to facilitate change, instill competency-based confidence, and exercise decisive judgment. The content from several portions of KLDP have been repurposed to enrich the executive curriculum and several workshops creating extraordinary outcomes.

DAU - Performance Support and Innovation Consulting for Requirements Organizations

Solely funded by DAWDF, DAU's Requirements Management Center designed and delivered 25 tailored assistance and consulting efforts. DAU also developed and delivered a tailored case study and

integrative Capstone Exercise for the Navy's Requirements Officers Course, working with OPNAV N9I to achieve a more impactful, experiential design. DAU also partnered with J8 in updating JCIDS policies/manual; and conducted a 2-day workshop for Joint Staff/J7 Joint Concepts Division on improved Capability Based Assessment techniques. DAU also contributed to Army's Terrain Shaping Operations Requirements Workshop and workshop for Gator Landmine Replacement Program (GLRP); supported the J8 Force Application Division on USCYBERCOM requirements validation process synchronization with JCIDS; facilitated HAF A10 Ballistic Protection Alternatives Development Working Group; and supported the USMC Solutions Architecture Community of Practice (CoP) kickoff meeting by presenting a Joint Capabilities Integration Development System (JCIDS) tailored update and discussion to USMC SA CoP members.

Defense Contract Management Agency (DCMA) Highlights

DCMA - Spanning the Gap

DAWDF funding has been critical to the DCMA contracting community. With support from DAWDF, the Keystone Program currently supports 250 Keystone Acquisition Workforce personnel who are geographically dispersed throughout the agency. In the 4th quarter of FY 2018, the program successfully graduated 22 Keystone personnel who are employed as journeyman at locations across the agency.

Keystone Boot Camp is a headquarters-based orientation and training program designed to provide an introduction to DCMA's mission and worldwide operations, as well as opportunities for entry level employees to meet senior-level agency management. The program provides a clear path for the Keystone intern to succeed and develop with formal technical training, mentoring, job coaching and developmental assignments and reflects the National Defense Strategy initiative of "Talent Management" to develop leaders. DAWDF Keystone Interns and Journeymen who have completed the program have moved into leadership positions within the Agency. DAWDF funding allows the Agency to use its billets for the employees who perform day to day mission instead of allocating those essential billets for trainees. The keystone intern trainee sustainment positions allows the time required for employees to not only learn the duties of the position but also obtain the required certification training.

A comprehensive redevelopment of the Keystone Program over the past two years has led to significant changes. In December 2017, the Agency received DoD's 2017 Defense Acquisition Workforce Development Innovation Award. In order to improve and ensure consistent on-boarding, mentoring and ongoing training after the Boot Camp, DCMA established regional training hubs designed to improve Keystone coordination across the Agency by providing support to each Keystone's professional and career development.

DCMA Recruitment

DAWDF is a key component for DCMA's successful recruitment and branding strategy. In FY 2018 DCMA actively recruited at 27 recruitment/outreach events that focused on agency Mission Critical Occupational Series (for example - 1102, 08XX, and 1910). In FY 2018, DAWDF allowed DCMA to participate in recruiting events such as the National Contract Management Association (NCMA) World Congress, National Black MBA Association, Prospanica Annual Conference (Formerly National Hispanic MBA's), Society of Women Engineers (SWE), Society of Hispanic Professional Engineers (SHPE) and Veteran hiring events as well as 28 college events. DAWDF funding supported developing and deploying a new strategic approach in FY 2018 in order to be ready to support the FY 2019 Keystone hiring initiative.

In FY 2018, DAWDF recruitment activities had a favorable impact on the Agency AWF applicant pool. FY 2018 recruiting strategies resulted in hiring 140 Keystone Program personnel with another 150

projected to onboard in FY 2019. DAWDF recruitment activities yielded higher participation rates of female engineer applicants resulting in an 8 percent increase from FY 2017. Recruitment activities also improved hiring and participation rates for underrepresented groups. DCMA continues to enhance the diversity applicant pool. Females applied at a rate of 30.97 percent up from last year (22.89 percent). Hispanic males applied at 10.28 percent (up from 8.17 percent) and Hispanic females 4.38 percent (up from 2.55 percent). White females went up from 8.75 percent to 11.16 percent. All other areas either improved or held steady.

DCMA Intern Success Story

A DAWDF-supported intern at DCMA Boeing Seattle provided exceptional support for the Air Force's top priority KC-46 program and the F-35 program during his/her international rotation. The intern's actions on KC-46 resulted in a 600 percent increase in contractor nonconformance responsiveness preventing potential 7-day delivery delays for one of the Air Force's highest priority ACAT 1 programs. The efforts by the intern were applauded by the USAF's KC-46 Program Manager who noted that the invaluable insights provided were new and innovative for that program.

DCMA Mission Critical Training

The DCMA FY 2018 DAWDF investment for training was aligned with the 2018 National Defense Strategy by providing training initiatives to develop and retain a high-quality and agile acquisition workforce in support of the Warfighter to achieve mission success. DCMA employees and supervisors planned and tracked mission critical training through the agency's proprietary Training Management System (TMS). Supported by DAWDF, DCMA's Workforce Development Division reengineered the process for identifying and selecting training to ensure that employees are completing training that is the most relevant to their position. Through this effort, a close examination of position based learning maps were used to accurately identify workforce needs, project funding requirements, and track completion rates and execution of spending.

DAWDF funds supported 7036 personnel being trained in 465 DAU courses. Of this population, DCMA funded student attendance at 137 resident classes resulting in the completion of DAWIA certifications of 1,560 employees in FY 2018 alone. Over 61 personnel received DCMA-specific training in 104 unique courses and over 1K associated certifications and re-certifications were also completed. The process of continually reviewing learning maps for relevance to the Agency's mission ensure that DCMA uses its resources effectively and efficiently.

Every year, DCMA competitively selects deserving individuals to participate in career-enhancing rotational assignments and opportunities which includes an Exchange Program with USD (A&S) Performance Assessment Root Cause Analysis (PARCA). This interaction enhances the relationship between DCMA and PARCA regarding Cost Pricing and Earned Value Management (EVM) exchanges within the Cooperation Plan (Co-Plan), the Senior Executive Fellows program at Harvard University, the Eisenhower School and the Naval and Air War Colleges.

DAWDF funding allowed DCMA to attend the Annual National Contract Management Association World Congress which provided customized training for 125 DCMA contract management, procurement, and acquisition professionals highlighting best practices in industry and government. The National Property Management Association National Education Seminar provided a unique opportunity to discuss the community's strategic direction, reestablish functional currency and obtain best practices.

DAWDF funded multiple training conferences to enhance the technical skills and knowledge of the Acquisition Workforce. The Technical Directorate hosted a training seminar for 350 employees across the Agency's technical, logistics, and safety community. Topics included Emerging Technologies and, Cyber Security. DCMA's Directorate top goals discussed included focusing on Warfighter requirements

and improving and leveraging existing government and contractor data while capitalizing on emerging technologies.

The DCMA Contract Terminations Group hosted a conference to provide training on new systems, training and an orientation of the new Terminations Automated Management Systems. This training provided 30 Contract Termination Specialists with enhanced automated tools to manage their workload resulting in improved timely settlements and the return of unused resources to the military customer which is aligned with the National Defense Strategy of "Modernize Key Capabilities" and "Greater Performance and Affordability".

Special Programs Leadership Training provided cross training of acquisition professionals in the contracting, quality and engineering career fields. Leadership and acquisition professionals met to discuss pertinent acquisition challenges faced daily as they execute their daily mission in support of the numerous DoD programs providing acquisition insight to the Warfighter programs.

Defense Contract Audit Agency (DCAA) Highlights

DAWDF funds are vital in allowing the Defense Contract Audit Agency (DCAA) to continue to hire, train, and develop a talented acquisition workforce required to accomplish the critical contract audit work for DoD. DCAA has consistently achieved a positive return on the taxpayer's investment; in FY 2018, DCAA saved the taxpayer $5 per $1 spent, with net savings of $3.2B to the Warfighter. Continued funding will ensure future positive returns on investment for the Department and allow DCAA to fulfill a vital role in achieving fair and reasonable prices on contracts and enable savings for the Department to address urgent warfighting readiness shortfalls.

DCAA leveraged DAWDF funds to successfully recruit, train, and develop its audit staff to meet demanding mission requirements. DAWDF was a key enabler to the positive progress towards decreasing audit backlogs, reducing pre-award audit times, and meeting scheduled milestones. DAWDF funds helped DCAA maintain mission readiness to support national security and defense acquisition of weapons systems, supplies and services for the Warfighter.

DCAA - Recruitment

DCAA has a robust recruitment program that supports the hiring of approximately 450 auditors and accountants each year. DCAA views new employees as an investment. In FY 2018, DCAA attended approximately 130 Recruiting and Outreach events and spoke to approximately 2,500 individuals about career opportunities with the Defense Contract Audit Agency. Those efforts included outreach to approximately 800 veterans and wounded warriors at 15 various events nationwide; as well as 3 Latina/Hispanic Professional Organization Conferences where strategic recruitment reached approximately 200 individuals. DCAA also held three Expedited Hiring events and successfully made on-the spot job offers to 150 qualified individuals. The efforts resulted in hiring of 481 auditors this fiscal year.

DCAA's talent management efforts focus on recruiting quality employees and equipping them through training with the appropriate competencies to perform mission-critical activities. DAWDF funded 75 new auditors joined the ranks in FY 2018, all of whom attended three training sessions at the Defense Contract Audit Institute (DCAI) through the course of their first twelve months of hire. DCAA's centralized entry-level recruitment team ensures each new hire is competent, capable and committed to the mission. Taking this raw talent pool and shaping it into a competent and viable workforce is the next step. Agency recruitment efforts are coordinated and aligned with an onboarding model and government-wide efforts to close skill gaps in the auditor mission critical occupation.

DCAA - Training

DCAA used DAWDF funds to support auditors in acquisition and leadership training and development. These funds support DCAA's DCAI programs which serve as the catalyst for talent development providing outstanding training, development and education of DCAA's acquisition workforce. DCAI successfully 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 the acquisition workforce the opportunity to develop technical skills and deliver a competency-based leadership developmental curriculum necessary for continuous self-improvement. DAWDF funding contributed to over 237 requests for ongoing advanced degree classes and professional certification training and testing, including the Defense Acquisition Workforce Improvement Act (DAWIA) certification requirements. DAWDF funding supported 1,439 Career Field/Competency training seats as well as 453 requests for other non-advanced degree career and certification requirements.

DCAA also used DAWDF funds for continued development of senior auditors and managers. The DCAA Director's Development Program in Leadership (DDPL) is a competency-based leadership development program designed to provide senior-level employees with the leadership knowledge, skills, and abilities for effective managerial and executive-level performance. Seven separate educational institutions and three senior service colleges were identified to present the selected competency-based seminars to create a diverse learning environment enabled by top faculty subject matter experts in their field. DDPL is an eighteen-month program with cohort participation from DCAA, DoD, and other government agencies allowing multiple perspectives and networking opportunities for the participants. This professional executive education program will build the internal capability to effect positive change and provide invaluable long-term strategic leadership benefits to the workforce and DoD. In addition to DDPL, DAWDF funding supported nine managers completing the Federal Executive Institute Course.

Missile Defense Agency (MDA) Highlights

MDA has augmented our Missile Defense Career Development Program (MDCDP) entry level workforce pipeline established in 2009 by leveraging the DAWDF fund to hire and develop acquisition workforce members in critical career fields. Over 60 percent of MDA DAWDF entry level hires have been in Science, Technology, Engineering, and Mathematics (STEM) career fields with the remaining 40 percent in contracting, acquisition management, business financial management, information technology, and logistics management. The DAWDF fund affords MDA the flexibility to pursue strategic acquisition workforce development without sacrificing critical mission funds for MDA programs.

DAWDF funded 29 of 30 planned hires for the MDCDP. MDA also used the DAWDF for sustainment of 45 entry level participants hired in prior years. The MDCDP is the agency's entry level workforce replenishment pipeline for all acquisition career fields. This three-year rotational program provides the Agency with employees in critical STEM career fields as well as non-technical business-related fields to continue to strategically reshape the early and mid-career workforce. Since 2009, DAWDF has helped MDA hire and develop over 500 of the best and brightest entry level employees in critical career fields as part of the MDA acquisition workforce hiring and succession plan strategy. Retention rates in critical career fields have continued to exceed the objective threshold of 75% over the 10 year period. In FY18, MDA utilized DAWDF to support strategic acquisition workforce recruitment and retention initiatives. DAWDF enabled the launch of a Strategic Recruitment Outreach campaign in Summer/Fall 2018 to attract a diverse candidate pool to the MDCDP.

DAWDF was also used as a recruitment incentive funding first duty station permanent change of station (PCS) to attract the best qualified candidates. To support retention of critical new members of the acquisition workforce, DAWDF also enabled the offering of Student Loan Repayments. Additionally,

Subject Matter Experts, Career Development participants, and Human Resources representatives traveled to over 16 recruitment events at colleges (including minority serving institutions), career fairs, and professional symposiums across the country. Recruitment targeted STEM, contracts specialist, acquisition management, logistics, and financial management career fields.

The DAWDF program enabled MDA to launch rotational assignments and offer career broadening opportunities to both entry and mid-career professionals in critical acquisition career fields such as engineering and contracting giving these individuals the opportunity to participate in systems engineering and analysis, ground and flight tests, and critical procurements in support of the MDA mission and ultimately the war fighter. Hands-on career broadening opportunities through rotations enhance employees' technical and business acumen developing them for future leadership.

The DAWDF investments executed by MDA support the National Defense Strategy to recruit, develop, and retain the high-quality military and civilian workforce essential to warfighting success. MDA places great value in the DAWDF authorities and initiatives which the agency has executed in support of the MDA acquisition workforce and mission.

Defense Logistics Agency (DLA) Highlights

DLA leveraged DAWDF funds to bolster leadership competencies in the acquisition workforce through DLA's Executive Development Program. Focusing on leadership development of mid and senior career level employees, the program included USN Advanced Management Program, DoD Center of Excellence in Logistics & Technology and Harvard University Kennedy School of Government courses, and graduated 48 AWF employees. In order to broadened skill sets in the acquisition workforce, DAWDF also funded career development opportunities through participation in the DLA's Rotation Program for 14 mid-career level employees. This program focused on development through work experience. The Rotation participants increased technical knowledge and skills and developed Enterprise perspectives and knowledge in other functional areas.

DLA instituted industry initiatives to cultivate a better understanding of industry and focus on Business Best Practices. DAWDF funded a UNC course which aligned with the DLA Strategic Plan. By building strong relationships with industry partners we'll deliver cost-effective, innovative solutions. The program's focus is to increase understanding of the government /industry business relationship at the senior career level. A similar UVA program includes participants at the mid-career level. DLA graduated 108 participants from these courses in Fiscal Year 18.

DLA also used DAWDF funds to conduct a competency assessment for our 1102/1101(C) functional community. The survey included revised competencies for the Technical area, added two new competencies (Industry Understanding and Project Management), and added (Critical Thinking) as a leadership competency. As a component of workforce planning, the assessment goal is to have the right skills in the right place at the right time; it will assess the availability of skills in the current workforce and will provide data to ensure the workforce has the capability to efficiently and effectively meet the current and future needs of the warfighter. The Assessment produced 1102 Career Guides and a Retention Analysis Report which assisted the Contracting Functional Community in identifying critical competency gaps and training and development strategies to close those gaps. The Career Guide includes occupation specific career maps, paths, and tools to assist with career planning and training and development recommendations so that the employees can own their career. The Retention Analysis Report provides recommendations on how to retain employees in the occupation. It will enable better training and hiring decisions and will help build a top-notch workforce. The analysis captured how much of the workforce is being lost (versus retained) over a certain period of time, discusses concerns/risks, and identifies workforce planning needs. The Assessment was deployed to over 3500 Contracting Professionals.

Finally, DAWDF supported a comprehensive investment in Continuous Learning initiatives which includes DLA Pricing course, AGILE workshops and Project Management courses. In accordance with the President's Agenda, the Project Management course was designed to prioritize projects, beat delivery schedules and provide exceptional customer service. DAWDF support was utilized to train over 900 Acquisition early and mid-career employees.

4th Estate Director, Acquisition Career Management Highlights

The 4th Estate DACM Office used DAWDF for continuous improvement of the Defense Acquisition Talent Management System (DATMS). DATMS provides streamlined, automated processes for acquisition career management, including dashboards that aggregate key career management indicators for employees and managers. New features include creation of "get well" plans for individuals working towards their position acquisition certification requirement. DATMS functionality increased transparency, analytics and regular communications, enabling a 50 percent reduction, from FY 2017 to FY 2018, of 4th Estate acquisition workforce members delinquent in meeting their certification requirements (beyond the 24-month grace period).

The 4th Estate DACM Office proactively partnered and expanded availability of its Leadership and Talent Management Portfolio in FY 2018 through a new contract vehicle which provides eight courses and a customization option on leading self, leading others and leading organizations. The new contract, serving the Army, Air Force and 4th Estate achieved over $500,000 in savings, and enabled two to three day training seminars for 1,587 early and mid-career workforce members during FY 2018. This program has an 11-year track record of success with the Air Force and Army and four years of great results with the 4th Estate.

Recognizing the increased demand signal for early to mid-career leadership training, the 4th Estate DACM Office worked with 4th Estate agencies and activities to centrally plan easy availability of more than 1,000 technical, functional, and soft skills leadership training seats. This was a 33% increase in training and development opportunities compared to FY 2017.

For the first time, a statistical model that projects workforce training needs was incorporated into the overall Defense Acquisition University (DAU) Schedule Build process for the 4th Estate. With DAWDF, the Institute for Defense Analyses (IDA) developed a predictive analytic model to forecast demand for each of the 63 most popular DAU courses. A key feature of this tool is the ability to easily perform sensitivity analyses and estimate the effects of changes (e.g. travel cuts, hiring freezes, and workforce size changes) on overall demand.

R&E Functional Area - Engineering Highlights

During 2018, the Office of the Under Secretary of Defense for Research & Engineering (OUSD(R&E)) used DAWDF to ensure that the technical acquisition workforce maintains currency in cutting edge weapon systems/technologies necessary to effectively manage the Department's portfolio.

Highlights of FY 2018 initiatives include:

• Identifying the competencies required by the Department's Software Acquisition workforce (Software Acquisition Workforce Gap Analysis);
• Assessing the impact of advanced manufacturing in the Engineering and Production, Quality, and Manufacturing (PQM) acquisition workforce and identifying areas for upskilling (PQM Career Field Assessment Part II);

• Embedding digital engineering across the acquisition life-cycle (preparing the AWF for Digital Engineering);
• Providing succinct guidance to technical professionals in pursuing advanced technical degrees (DoD Advanced Technical Degree Guidebook); and
• Building a web-based search tool for acquisition workforce members to identify technical training programs available across all DoD staff colleges (Web-based Staff College Search Engine).

5. FY 2018 DAWDF Program Financial Information:

DoD executed the Fiscal Year (FY) 2018 program at 99 percent; $497.3 million of the total baseline $500M program. This continues the high execution rates of FY 2016 (92 percent) and FY 2017 (99 percent). For FY 2018, 59 percent of the DAWDF was used for training and development (54 percent in FY 2017), 2 percent for studies, analysis and tools (0 percent in FY 2017); 6 percent for recruiting, retention and recognition initiatives (4 percent in FY 2017); and 33 percent for hiring (42 percent in FY 2017).

Congress, through the FY 2018 Consolidated Appropriations Act enacted in March 2018, appropriated $500M for DAWDF, but also directed DoD to shift resourcing DAWDF to direct appropriations in subsequent fiscal years. In October 2017, prior to enactment of the FY 2018 Consolidated Appropriations Act, DoD had already resourced DAWDF, using existing transfer authority, at the beginning of FY 2018 with $500M. Understanding that DoD had already made the $500M transfer in October 2017 to ensure continuity of FY 2018 initiatives, Congress directed DoD in the FY 2018 Consolidated Appropriations Act to return $500M to the U.S. Department of the Treasury (Treasury) and provided DoD the flexibility to determine which year funds to use to resource the $500M return to Treasury. As FY 2018 funds were already allocated, and a large portion already obligated and expended as of March 2018, DoD returned the $500M appropriated in FY 2018 to the U.S. Treasury.

Using the funding transferred in October 2017, DoD ensured that all components using DAWDF were allocated 75 percent of their approved FY 2018 approved program of record, with the balance provided in April 2018, as appropriate, considering status of execution. DoD prepositioned FY 2018/20 funding in August 2017 as part of supporting continuity of initiatives in the crossover from FY 2017 to the beginning of FY 2018. Additionally, FY 2016/18 funding attributed to final FY 2017 under-execution, was carried over to fund the FY 2018 program. As part of maximizing meeting component needs and FY 2018 execution, DoD recovered $18 million in under executed funding and reallocated the funding to components ready to execute.

Figure 7 – FY 2018 DAWDF Financial Summary (000)

Defense Acquisition Workforce Development Fund Description of Operations Financed ($000's)	FY 2018 Actuals
Appropriated or Requested	$ 500,000
Transfer to Treasury	$ (500,000)
FY 2018 Transfer Amount	$ 500,000
TOTAL Credited to Account	$ 500,000
Carried forward from Prior Year	$ 49,894
TOTAL Obligation Authority	$ 549,894
Obligations[1]	$ 497,310

Note 1 Source DFAS SF 133 (September 2019)(Excel file)